

City of

Texas City

Texas City Goals 100 Strategic Planning Process



Final Report

prepared by

**The School of Urban and Public Affairs
The University of Texas at Arlington**

September 1, 2005

OFFICE OF THE MAYOR
MEMORANDUM

To: All Goals 100 Committee Members, Facilitators & Forum Groups
From: Matthew T. Doyle
Re: Review of Results of Goals 100 Survey
Date: October 11, 2005

9-16-2011

We were fortunate to have Hurricane Rita skirt us by and fortunate to have you commit your time to the future of Texas City.

The results are in and we will review the outcome and the next step in the planning process of Goals 100. Along with that, I invite you to share your ideas and thoughts and join us.

You are cordially invited to attend

A

Wine & Cheese Reception

Thursday, November 3, 2005

*Doyle Convention Center
Stephen F. Austin Quadrant*

7:00 p.m. until 9:00 p.m.

Should your schedule not permit you to attend, the results are posted on the City of Texas City's website for your review. www.texas-city-tx.org

Hope to see you there!



"QPS - Quality Public Service"

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Summary

Tracing its roots back to the days of the Texas Republic, the City of Texas City has a proud and diverse history closely tied to the economic and cultural assets of the Texas Gulf Coast. One has only to drive its various neighborhoods and sections to understand that it is a community of hard-working, civic-minded citizens. The same tour, though, will highlight challenges that are both unique to Texas City and common to cities of similar age and size across the nation.

Recognizing both its abundant assets and the challenges for future growth and development, the City of Texas City formed the *Goals 100* Planning Committee, a large working group comprised of representatives from all economic and cultural sectors of the City. Its charge is to develop a set of prioritized actions and initiatives that will transform the City as it approaches the 100th anniversary of its incorporation in 2011. Over the coming five years, this strategic plan will draw on the knowledge, energy, vision, and commitment of the entire Texas City community. It will leverage the physical, economic, and demographic strengths of the City, and will identify and address challenges felt across the community.

Representatives from the School of Urban and Public Affairs (SUPA) at the University of Texas at Arlington were invited to assist the Committee in eliciting information needed to forge this plan. Following an initial meeting by the entire Committee, its leaders have met repeatedly to develop a prioritized list of issues and associated actions. The citizens of Texas City have been asked to comment on the Committee's findings through a city-wide survey, and subsequent focus groups and forums have provided the opportunity for specific segments of the community to discuss and comment on the findings.

This report provides a brief overview of that process; it presents data derived from the strategic planning sessions, survey, focus groups, and forums; and through analysis of these data, it suggests conclusions that may be drawn from the process and steps that can be taken to ensure the successful implementation of the action plan.

The formal strategic planning exercises resulted in the identification of a large number of issues. Those for which responsible parties could be readily identified and actions taken were assigned and are being tracked by the Committee. These are outside the scope of this report. However, several issues were raised that are more complex in nature. Responsibility for each of these issues is not easily allocated and mitigation actions may span several community groups.

The "complex issues" include:

- Improve schools to top 10% statewide
- Improve public safety
- Attract new business
- Increase community involvement
- Improve and market the City image

Together with a preliminary set of mitigating actions, these issues formed the basis for a community-wide survey that was conducted from the Texas City Web site and through direct submission of paper survey forms. Response to this survey was significant and resulted in an importance rating of the complex issues:

1. Improve public safety
2. Improve schools to top 10% statewide
3. Attract more and different business
4. Increase community involvement
5. Conduct City image campaign

The interim list of associated issues was also prioritized:

1. Upgrade city infrastructure
2. Implement senior (citizen) tax freeze
3. Clean up older residential neighborhoods
4. Conduct and market a City asset inventory
5. Market the City to families as well as to businesses
6. Renovate vacant buildings
7. Promote schools improvements
8. Develop affordable housing for senior citizens
9. Develop sustainable financing for school improvements
10. Make road improvements
11. Develop the Texas City Dike

12. Attract upscale stores
13. Expand ISD boundaries
14. Update the sports complex
15. Consolidate school districts

From 876 completed surveys, participants also submitted approximately 400 written comments. These spanned a wide variety of concerns and indicated a real connection with and concern about the challenges facing Texas City at present and in future. While the formatted response section of the survey elicited structured opinions on strategic planning work done by the *Goals 100* Planning Committee, the comments offer the careful reader a window into the day-to-day concerns of individual Texas City citizens.

Finally, a series of focus groups and forums provided representatives of several community groups the opportunity to reflect on, discuss, and evaluate approaches to addressing the enumerated complex issues. These facilitated discussions revealed general agreement on Committee work and confirmation of the survey results. They also indicated that citizen participation in the planning process is essential for the successful design and implementation of the *Goals 100* strategic plan.

To date, the *Goals 100* Planning Committee has laid a solid foundation for the development of a community vitalization agenda that will result in sustainable economic, cultural, and community growth over the next half-decade. Its progress has been necessary, but is not yet sufficient. It remains for the Committee, together with representatives of the greater Texas City community, to develop an implementation plan that is transparent and accountable. It must identify those issues that require further investigation and bring together the community to agree on progress approaches. The City of Texas City must judiciously allocate short- and medium-term resources toward the achievement of agreed goals, and celebrate victories, small and large, as they occur. And each community member – public servant and private citizen – must be ready and willing to pitch in and do his or her best to realize Texas City's future.

Introduction

Texas City is a Gulf Coast community with a challenge. Since the Port of Texas City disaster in 1947, Texas City has been identified by most Texans and visitors to the region as an industrial city dominated by petrochemical plants. However, if this is all that one imagines when thinking of Texas City, then it is a very one-dimensional view, and not a very complete one at that. Texas City has a long and rich history reaching back to the days of the Texas Republic; it is fiercely proud of its past, committed to change, and confident in its future. One only need drive through its various sections to comprehend the abundance of its assets as well as the complexity of its challenges.

In 1990, the city fathers of Texas City, led by then mayor, Charles T. Doyle, decided to undertake a massive planning project designed to enhance the image of Texas City. Their goal was to give citizens and local institutions reason to feel a greater sense of ownership of their community through their direct engagement in planned improvement efforts. It was hoped that these improvement efforts would change citizen attitudes about Texas City as a place to live and convince affluent plant managers to make their homes in Texas City rather than distant Houston suburbs such as Clear Lake City or Friendswood.

The School of Urban and Public Affairs at the University of Texas at Arlington (SUPA) was commissioned by Texas City to design and facilitate a planning project that it was hoped would achieve the city's goals. Seven years later, as a result of that project and after considerable hard work by many local residents, Texas City was named an All-American City by the National Civic League. A second project designed to build on the results of the first was launched by Texas City with SUPA's help in 1997 resulting in numerous additional community improvements.

With new leadership and an equally ambitious agenda, Texas City has again requested assistance from SUPA. In the spring of 2005, Mayor Matthew T. Doyle authorized the formation of the *Goals 100* Planning Committee and charged it with leading a community-wide process to develop a set of prioritized goals to focus political, administrative, and community efforts toward revitalizing aspects of Texas City life and image. These goals and associated actions are intended to be implemented and achieved by 2011 in time for the 100th anniversary of the City's founding. During a preliminary meeting with Texas City officials general agreement was reached on a strategic planning approach to be undertaken during the spring of 2005. As with previous planning efforts during the 1990s, the aim of

the current *Goals 100* initiative is to give the community a sense of ownership of the goals and initiatives developed and a clear stake in seeing them achieved.

Denise O'Brien and Harold Fattig, both lifetime residents of Texas City, were selected to co-chair the *Goals 100* Planning Committee and set about recruiting volunteers from the greater Texas City community to participate in the process. In all, the Committee comprises over 70 individuals from the public, private, religious, and community sectors of the City. Because of their prior experience with Texas City strategic planning efforts in the 1990s, Professors Robert Wegner, David Tees, and Jim Kunde from the School of Urban and Public Affairs at the University of Texas at Arlington were invited to lead the formal strategic planning meetings and otherwise assist the Committee in developing an achievable slate of prioritized community revitalization goals.

Working with the Mayor and the *Goals 100* co-chairs, SUPA developed a multi-step approach emphasizing community involvement in the identification of strategic issues, and the development of an action plan to address those issues. The general approach comprised several major initiatives.

- A set of facilitated strategic planning meetings involving the entire *Goals 100* Planning Committee was designed to elicit a broad set of concerns from various sectors of the Texas City community and to prioritize those in such a way that actions could be taken to address those issues.
- Once the Committee had developed the prioritized list of issues, a survey open to the entire Texas City community would help confirm the results of the strategic planning sessions and elicit further information from the general public. A structured analysis of these survey data would provide guidance in distilling the larger set of strategic issues into those for which responsibility could be clearly assigned, and other more complex issues that would require further analysis to define and allocate.
- The survey results and Committee-defined priorities would be discussed in a small number of focus groups to determine the clearest and most appropriate language to be used to frame the strategic issues and priorities.
- A number of forums spanning a wide variety of Texas City interest groups would then provide specific feedback on the more complex of the issues. Analysis of data collected in these forums would be used to help constitute the working groups assigned to address the issues. It would also provide data to assist these working groups in developing action plans to address the issues.

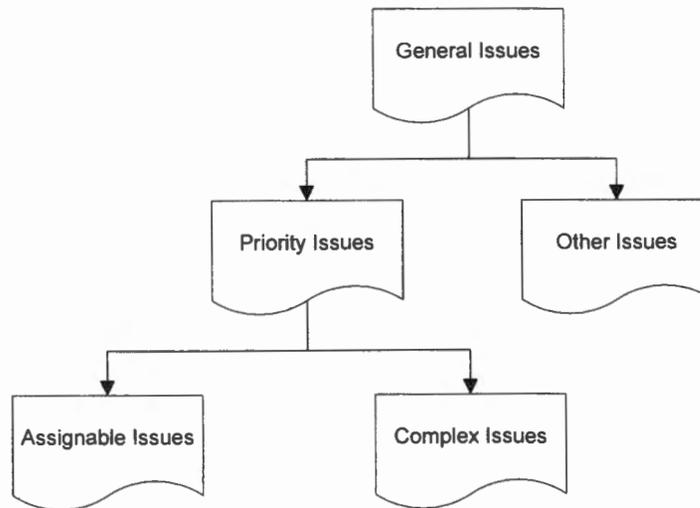
These steps are discussed in more detail below and illustrated in the Appendices.

Formal Strategic Planning

In order to effectively and efficiently manage such a large number of planning participants, several representatives from the *Goals 100* Planning Committee were selected and trained in the strategic planning process known as "nominal group technique," or NGT, a widely employed and validated tool used to elicit and prioritize issues.

The entire 70+ members of the *Goals 100* Planning Committee assembled for a strategic planning/visioning workshop were divided into five smaller discussion groups. The sessions were facilitated by the trained representatives and supervised by the SUPA representatives. Each group generated an extensive list of general issues which were prioritized using nominal group technique. The "priority" issues were then, themselves, prioritized (again, using NGT) and divided into "assignable" and "complex" issue groups. Figure 1 illustrates the various classifications of the issues derived in the strategic planning process.

Figure 1 - Issue Hierarchy



An issue for which actions could be readily identified and for which responsibility could be clearly assigned was deemed "assignable;" an issue for which actions were not so easily identified and for which responsibility was more ambiguous was deemed "complex."

Assignable Issues

The *assignable issues* were identified as:

- Put empty buildings back into use

- Clean up older neighborhoods
- Expand school district boundaries
- More Starbucks; fewer Dollar Stores
- Continue to upgrade city infrastructure such as drainage and roads
- Develop and further expand Texas City Dike
- Promote the improving school district
- Inventory assets of City to attract new business and promote a positive self-image
- Improve public safety by enlarging police force
- Update the sports complex
- Implement a tax freeze for seniors
- Make road improvements (include speed bumps in high traffic zones)
- Consolidate school districts
- Develop a master planned community to include office, business, and residential space
- Market public facilities to families and service organization, in addition to industries
- Improve and market the image of the City
- Improve public physical facilities, school buildings
- Enhance affordable senior housing

Responsibility for assignable issues was subsequently allocated to appropriate members of the Committee.¹

Complex Issues

The Committee determined the complex issues to be (in no particular order):

- Improve public safety
- Increase community involvement
- Make Texas City schools top 10% statewide
- Improve and market City image
- Attract new business

Further discussion in the Committee subgroups resulted in the identification of a number of possible actions that could be taken to address each of the complex issues. No attempt was made to assign responsibility for these issues or actions.

¹ Tracking progress made on these actions is the responsibility of the Goals 100 Planning Committee.

Proposed Actions on Complex Issues

These complex issues and actions formed the basis for the community survey delivered to validate these data.

Improve Public Safety

- Provide more visible police presence in problem areas
- Privatize City-sponsored Emergency Medical Technician program
- Improve response time to emergency situations
- Create/enhance neighborhood watch programs
- Gather and maintain information to support funding of grant proposals
- Increase salary and benefit programs for police and other public servants

Increase Community Involvement

- Ask for involvement from a broader range of citizens
- Identify and involve young adult leaders
- Broadcast commission meetings on live television
- Ask interested individuals to serve on city boards and committees
- Hold an annual multicultural festival or event

Make Schools Top 10% Statewide

- Encourage more parental community involvement
- Reinforce teacher authority and discipline in the classroom
- Standardize the dress code
- Raise community expectations of academic success
- Increase promotion of the high school vocational curriculum

Improve and Market City Image

- Market the Texas City Dike
- Hire public relations experts to develop and coordinate implementation of a solid city marketing plan
- Develop a creative tax incentive plan

Attract New Business

- Create new economic incentives to help businesses occupy empty buildings
- Assess our community needs and what we have to offer businesses
- Target and prioritize specific city area (or areas) for development

- Market our strengths (for example, new home development and new streets)
- Create a master development plan

A Community-Wide Survey

The *Goals 100* Planning Committee determined that the citizens of Texas City should validate and comment upon the prioritized list of complex issues that were developed during the formal strategic planning phase of the project. Using the product of the strategic planning process undertaken by the Planning Committee (discussed above), a survey was composed that asked Texas City residents to rate each of twenty prioritized issues (the complex issues derived in the strategic planning process) by level of importance.²

Respondents were given the opportunity to provide additional feedback in the event that their concerns were not addressed by the other survey questions.

The survey instrument was reviewed by members of the Planning Committee before it was implemented. It was also test-administered to a number of graduate students at the University of Texas at Arlington School of Urban and Public Affairs, as well as to several Arlington citizens. The purpose of these tests was to ensure that the language used in the survey instructions and questions was clear and understandable and that the technology used to administer the Web-based survey was reliable. Following survey test administrations, a brief assessment questionnaire was administered to capture feedback on the survey instrument.³ As a result of these investigations several simplifying and clarifying revisions were made to the survey instrument and the Web application.

The Texas City *Goals 100* issues survey was delivered in Web-based and paper formats. The Web-based instrument was based on secure University of Texas at Arlington servers accessible from a link on the home page of the Texas City Web site. The paper instrument was made available to the general public at the City Library and City Hall. The survey period began on April 14, 2005 and was concluded on May 16, 2005.

Analysis of the survey results provided the *Goals 100* Planning Committee with an importance-based prioritization of the complex issues developed during the earlier strategic planning process. These results formed the basis for discussion in subsequent focus groups and forums.

² The survey instrument is included in the Appendices.

³ The test administration feedback questionnaire is included in the Appendices.

Survey results were collected separately for electronic and paper administration formats, primarily to gauge the level of response in each medium. The Web-based survey received 337 responses; the paper survey received 539 responses (876 responses total).

Issue Importance Data

Table 1 shows the distribution of responses as a function of the individual survey questions. Assignable issues are shown in standard type; **complex** issues are shown in **red**. The figures given in **boldface** indicate the issue prioritization that received the greatest response.

Table 1 - Raw Survey Response Data

Survey Question		I don't know		Very Important		Pretty Important		Somewhat Important		Not Important	
1	Vacant buildings should be renovated and put back into use.	27	3%	426	49%	246	28%	126	15%	39	5%
2	Older residential neighborhoods should be cleaned up.	18	2%	551	63%	183	21%	108	12%	12	1%
3	Texas City ISD boundaries should be expanded.	227	26%	200	23%	120	14%	138	16%	174	20%
4	More Starbucks-type stores, and fewer Dollar-type stores, should be attracted.	64	7%	246	28%	165	19%	188	22%	203	23%
5	We should continue to upgrade city infrastructure (for example utilities, drainage, and roads).	14	2%	661	76%	138	16%	50	6%	10	1%
6	Public safety should be improved.	35	4%	559	65%	164	19%	87	10%	21	2%
7	The Texas City Dike should be further expanded and developed.	67	8%	277	32%	197	23%	217	25%	114	13%
8	Our improving school districts should be promoted.	66	8%	424	49%	199	23%	133	15%	42	5%

Survey Question		I don't know		Very Important		Pretty Important		Somewhat Important		Not Important	
9	An inventory of Texas City assets should be used to attract new businesses and to enhance a positive civic image.	58	7%	445	51%	213	25%	110	13%	40	5%
10	Community involvement in civic affairs should be increased.	84	10%	312	36%	258	30%	174	20%	36	4%
11	The sports complex should be updated.	108	13%	180	21%	173	20%	257	30%	145	17%
12	A tax freeze for our senior citizens should be implemented.	71	8%	598	69%	104	12%	64	7%	30	3%
13	More road improvements should be made, including speed bumps in high-traffic, pedestrian areas.	34	4%	343	40%	222	26%	164	19%	104	12%
14	Our public school system should achieve a state-wide "top 10%" ranking.	50	6%	533	61%	157	18%	92	11%	37	4%
15	Financing should be arranged to improve our educational facilities.	98	11%	389	45%	198	23%	132	15%	48	6%
16	Texas City school districts should be consolidated.	393	46%	112	13%	92	11%	108	13%	152	18%
17	A positive image campaign should be created to market Texas City throughout the region and state.	58	7%	313	36%	232	27%	174	20%	93	11%
18	Our community should be marketed to families and non-profit organizations in addition to businesses.	24	3%	481	56%	209	24%	108	12%	43	5%
19	More affordable housing should be developed for our senior citizens.	37	4%	436	50%	216	25%	132	15%	50	6%
20	More and different types of retail businesses should be attracted.	28	3%	518	60%	193	22%	97	11%	33	4%

Survey Question	I don't know		Very Important		Pretty Important		Somewhat Important		Not Important	
	Average Number Responses	3%	426	49%	246	28%	126	15%	39	5%

Presented graphically, the results more clearly indicate the distribution of responses. Figure 2 presents the range and number of agreement responses to each survey item.

Figure 2 - Community Survey Results

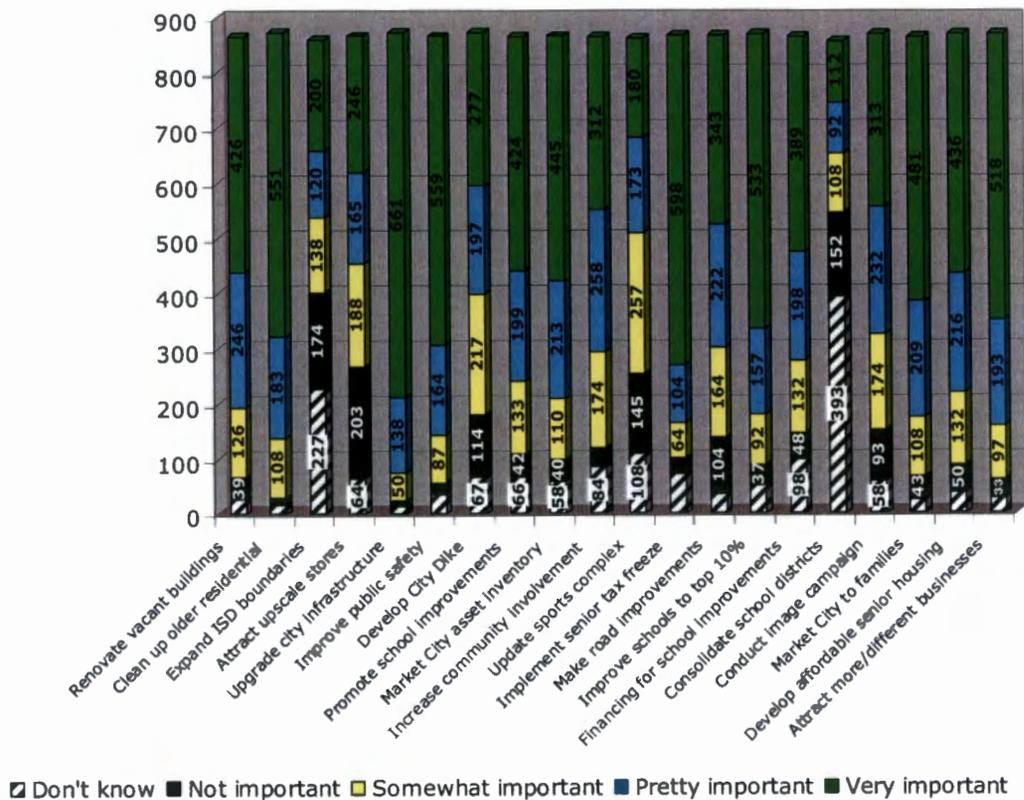
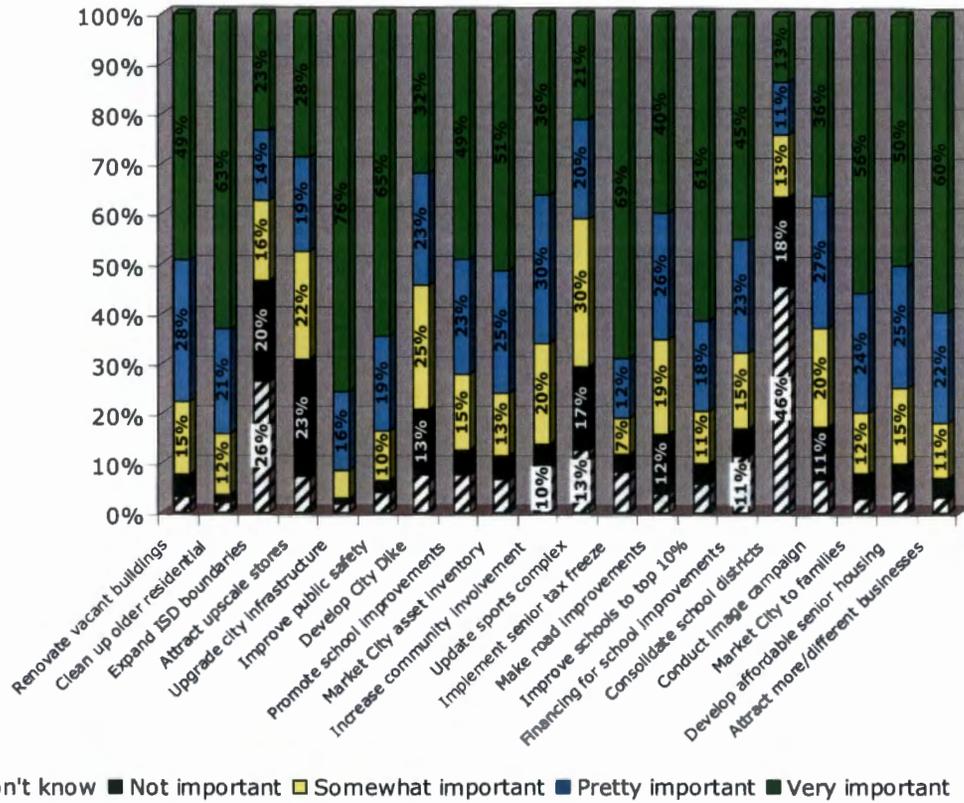


Figure 3 presents the fractional distribution of survey responses across the various importance ratings.

Figure 3 - Percentage Distribution of Community Survey Results

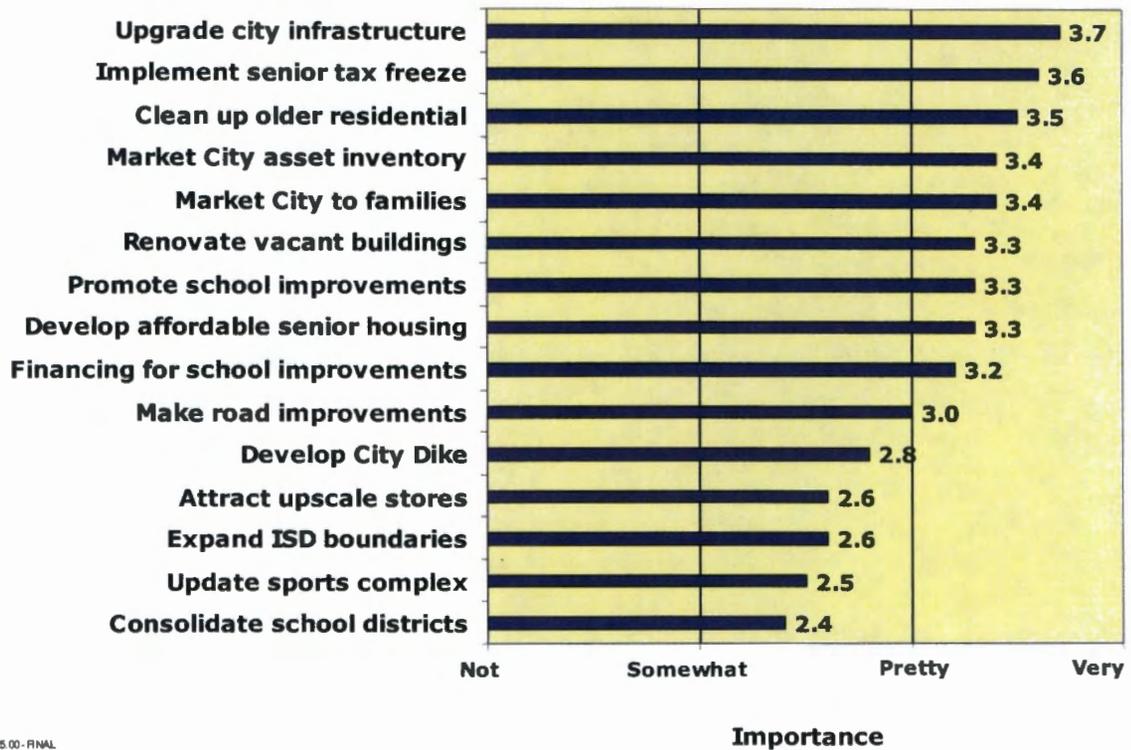


In the following diagrams, the responses are separated into two charts corresponding to the "assignable" and "complex" issues identified in earlier Planning Committee work. In each chart, the responses are sorted in rank order.

Assignable Issues

Figure 4 presents the rankings by importance of fifteen "assignable" issues. All but five of these issues scored "Pretty Important" or "Very Important." The numbers presented to the right of each bar indicate the weighted score of the issue.⁴

Figure 4 - Ranked Survey Results: Assignable Issues
(of Importance) - 4 is highest
Texas City Survey: Assignable Issues



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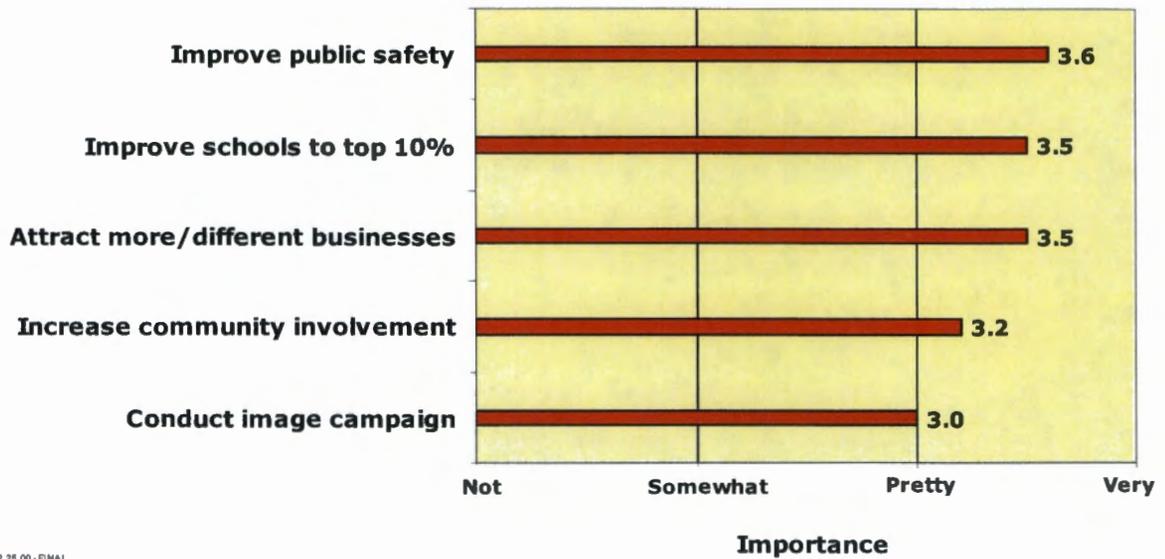
⁴ Very Important - 4; Pretty Important - 3; Somewhat Important - 2; Not Important - 1; I don't know - 0.

Complex Issues

Figure 5 indicates that four of the five "complex" issues received a composite rating of "Pretty Important" or "Very Important."

Figure 5 - Ranked Survey Results: Complex Issues

Texas City Survey: Complex Issues



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Comment Data

Of the 876 surveys completed, 400 surveys contained open-ended comments. Each comment was allocated to one of a number of groups that were chosen to reflect the range of responses. Table 2 contains the number of comments attributed to each of the indicated groups.

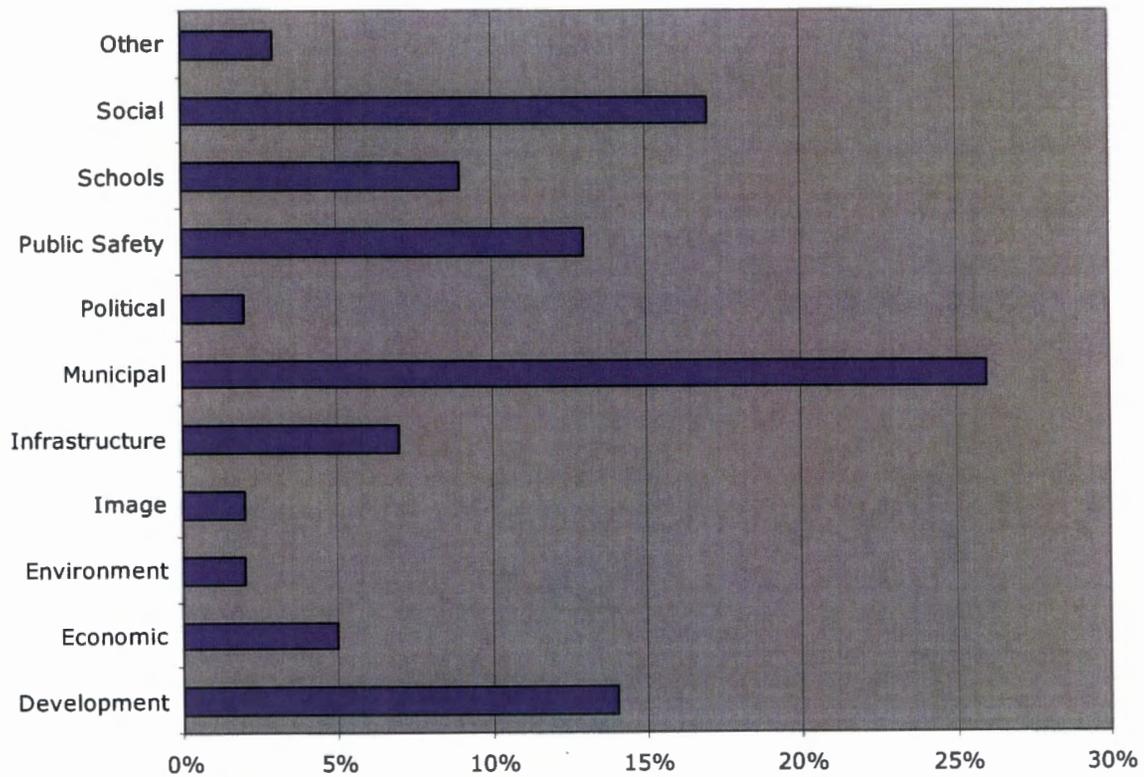
Table 2 - Distribution of Survey Comments

Group	Definition	Comments	
		Number	Percent
Development	including new, different business (retail, restaurant commercial); renovation; industry relations	65	14%
Economic	taxes; fees; other economic matters	23	5%
Environment	industrial pollution; other environmental health issues	10	2%
Image	creation, improvement, marketing of city image; reaction to city image	9	2%
Infrastructure	roads; canals; other capital investments	31	7%
Municipal	city services (e.g. water, sewer, power, refuse); ordinance enforcement (including private property maintenance); public property maintenance; operating budget items	118	26%
Political	Structure and function of city government	9	2%
Public Safety	police; fire; ambulance; crime	58	13%
Schools	ISD consolidation; general education	41	9%
Social	elderly; youth; general behavior; activities; social services; recreation; parks	75	17%
Other	not included in other groups	14	3%
Total		453	100%

Some of these comment groups do not map smoothly to one of the five complex issues. However, even the more multi-dimensional comments (for example, those in the municipal and environmental groups) provide valuable insight into where the citizens of Texas City believe that public attention should be focused.

Figure 6 displays the percent distribution of community survey comments. While there was significant opinion expressed regarding public safety and development issues, the majority of comments were devoted to municipal and social issues.

Figure 6 - Distribution of Community Survey Comments (% of total)



Focus Groups and Community Forums

It was clear from the results of the *Goals 100* Priority Survey that the Committee had been largely successful in identifying issues and concerns perceived by the greater Texas City community. Following administration of that survey and in preparation for the community forums, several focus groups were convened to ensure that no significant options had been omitted from the issues developed in the *Goals 100* process, and to refine the language used to define the complex issues. Then a series of community forums were held to gain further insight into the complex issues.

Focus Groups

There were no major surprises or gaps identified as a result of the several focus groups held. Participants often restated many of the concerns documented in the community priorities survey. However, a number of perceptive comments were captured during these sessions that align with the complex issues being investigated. (Comments are provided unedited in italics.)

- Schools
 - *Education here a problem*
 - *Information is the biggest impediment to parents that want to get involved*
 - *Student apathy is a problem and lack of respect to teachers*
 - *Standardized dress code would help discipline*
 - *Outreach programs already taking place to involve parents in community (within TCISD)*
 - *Consolidation of ISD's not the answer*
 - *Better paying teachers would aid in better school*
 - *Newer school would promote more enrollment which would lead to better education*
- Public Safety
 - *Police presence good around schools, but needs to be as strong in other areas*
 - *Be proactive and educate people about evacuation policies, cities facilities and what it has to offer*
 - *Employees paid well*
 - *Need volunteer Fire Department – save big \$\$\$\$*
- New Business
 - *No more small businesses, tough competition, no good grocery store*
 - *Concern over Mall of the Mainland failing*

- *No quality restaurants*
- *Megaport generate trucking & need quality restaurants*
- *City needs to help develop new property*
- *Economic development never does anything.*
- *City won't do anything*
- *Delaney property needs to be developed*
- *Nothing close to plants*
- *Tax base good – leasing of property – not that much to lease – beautiful city*
- *Thought Chuck developed master plan in Goals 2000*
- *Need Starbucks and more retail, need small dress shops, academy type and anchor stores here don't have same quality merchandise*
- *Make the expansion of the TC Economic Development Board a priority*
- **Community Involvement**
 - *Same 20 people that do everything – dying out. Much worse because before you had pride in community and civic organizations.*
 - *Good idea to broadcast commission meetings on live TV*
 - *Events in community wouldn't be attended*
 - *Maybe plants should sponsor community party like 4th of July*
 - *City should identify new residents and cater to them.*
 - *Maybe have focus groups or citizen outing to serve hotdogs, hamburgers to attract a broader attendance*
 - *Look at organizations within the city to find young people*
- **City Image**
 - *Most people here have plant mentality, chemical engineer required to live in TC or LM – aren't required anymore and plant employees (mgmt) upper mgmt dictates where to live.*
 - *Dike is an asset that needs to be focused on*
 - *Image of TC with heavy industry and smelly air pollution is worse*
 - *Dike needs to be developed it's a big asset*
 - *Hire PR firm to market city image*
 - *Eyesores: 6th St., empty buildings need to be cleaned up*
 - *Develop an aggressive clean up campaign for private & commercial properties, including landscaping and code enforcement.*
 - *Corridor (Palmer Hwy and Hwy 146) improvement.*
 - *T.C. Dike need great improvement and complete overhaul*
 - *Our community should be marketed to families*

Community Forums

Having arrived at a final prioritization and descriptive statement of the complex issues most important to the Texas City, a series of community forums was held to generate resident input regarding how the mitigation of complex issues should be approached. The composition of the forums was intended to solicit input from groups considered by the *Goals 100* Planning Committee to be particularly critical stakeholders in the action planning and implementation process. The following groups were assembled:

- Community representatives (not members of the *Goals 100* Committee)
- City youth employees
- British Petroleum employees
- Ministers Alliance
- Representatives of the League of United Latin American Citizens (LULAC)

Held over a number of weeks, each of these forums addressed a subset of the five most important complex issues identified by the previous strategic planning and community survey processes.

Each forum was asked to examine a subset of the complex issues identified by the Planning Committee. The forums were focused as in Table 3.

Table 3 - Issues Discussed per Forum

Forum \ Issue	Schools	Public Safety	New Business	Community Involvement	City Image
Community Representatives	√	√	√	√	√
City Youth Employees	√	√	√	√	
BP Employees		√	√		
Ministers Alliance		√	√		
LULAC Representatives	√			√	√

At the beginning of each forum, the facilitator administered a brief survey comprised of five or six statements to which each participant responded with his/her level of agreement (from

"Strongly Agree" to "Disagree" or "Don't Know"). Following a facilitated discussion of the complex issue, each participant was administered an identical survey to which he/she again responded with a level of agreement.

The response data was tabulated and representative graphics of the response distributions were produced. This analysis and comments recorded by the forum facilitators provide indications of those issues on which there is general consensus upon which action may be immediately taken, and those that strike a more dissonant chord in elements of the community and may require further discussion and consensus-building.

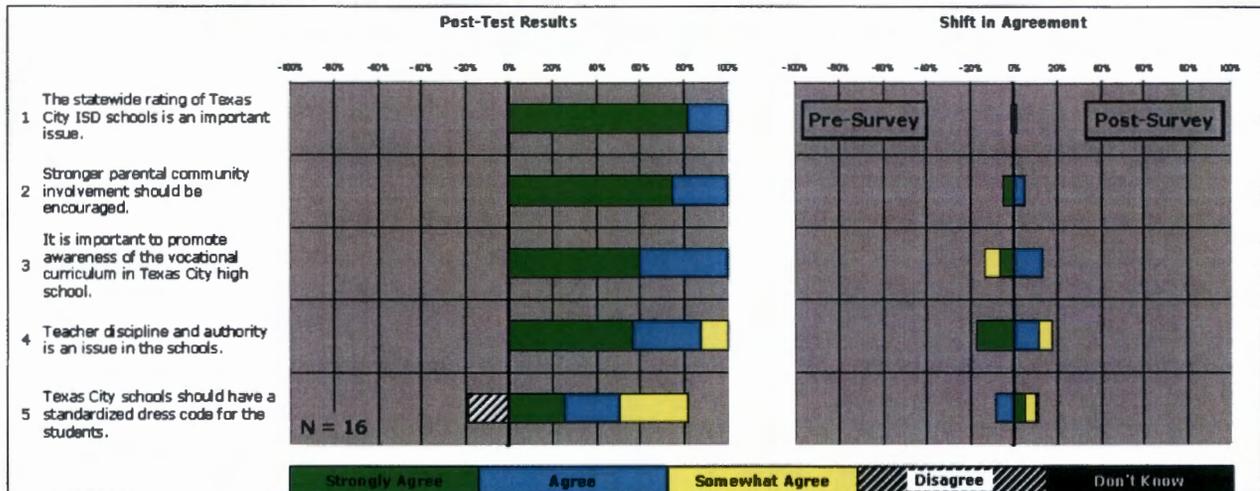
The following sections present the composite results from all complex issue forums and the main findings from the component forums. Comments related to each complex issue are included below each composite results graphic. More detailed graphics are available in the appendices.

Forum Issue – Schools

All component issues except for that related to a uniform dress code received strong approval in the composite forum. While all participants felt that this was not a terribly important issue, high-school students disagreed more decidedly with the statement than did the *Goals 100* and LULAC groups. Additionally there was little to only moderate deviation in the sentiments expressed in the various component forums, related mainly to whether teacher authority and discipline are issues in the schools. Interestingly, the youth participants emphatically agreed with this statement, while it ranked next to last in the other two forums (*Goals 100* and LULAC).

In general, the forum highlighted a need for greater communication between students and school administrators, a higher degree of parental involvement in school affairs, and an intelligent tailoring of the curriculum to meet the needs of individual students and the community.

Table 4 - Composite Forum Results – Schools



Unedited comments and facilitator notes collected during the forum follow in italics:

- *Teach common sense issues*
- *Not all students are college bound - insufficient technology, lack of funds and student interest*
- *Too few parents involved*
- *School administrators without children don't understand*
- *Kids don't learn because of class disruptions from some students*

- *Standardized dress would not let some kids express their religion or their culture*
- *School administrators should not "dummy down" the curriculum, TAKS tests are getting harder*
- *Not all students need to go to Harvard – technical schools are fine for some*
- *Height gym needs scoreboard*
- *Need young minds – TAKS is an old person's test – update it*

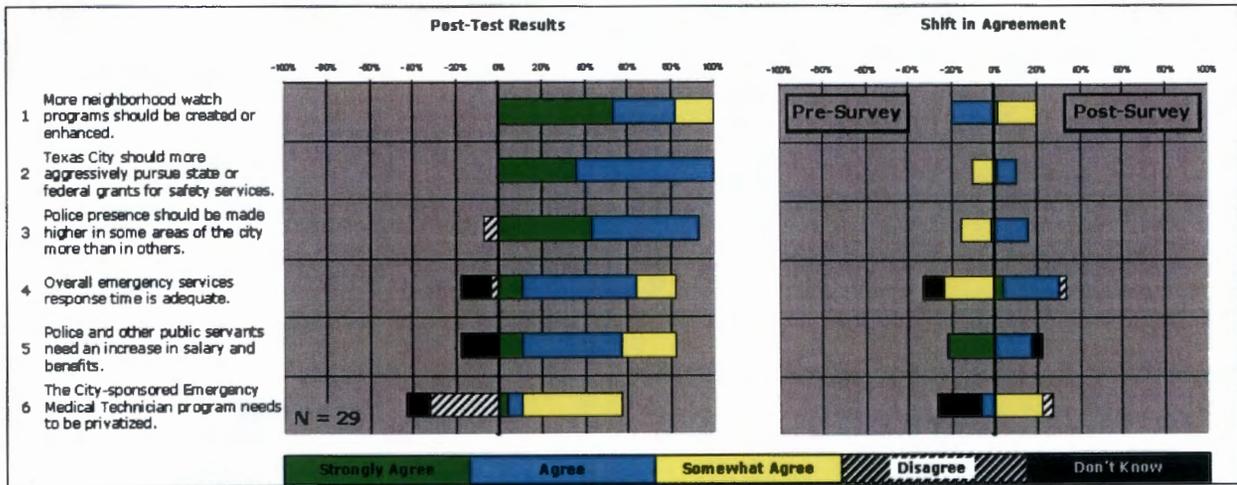
Please refer to component forum results located in the appendices (Figure 15, Figure 16, and Figure 17).

Forum Issue – Public Safety

Discussion of the complex public safety issue resulted in significantly more mixed sentiment among the component forums than did other complex issues. Interesting is the lack of majority strong agreement to any of the issue statements. There was also a significant amount of shift in agreement as the result of informational discussion though the direction in shift of that level of that agreement was mixed.

Comments received throughout the forums seemed to indicate that a greater degree and quality of dialogue is needed between law enforcement officials and the general public. This would not only improve understanding of community and law enforcement issues among all Texas City residents, but also help City employees better and more visibly address the needs of various parts of its community.

Table 5 - Composite Forum Results – Public Safety



Unedited comments and facilitator notes collected during the forum follow in italics:

- *Traffic control is abysmal*
- *Police and public servant salaries should be competitive*
- *TCPD has high # of police per capita – more than other cities in the area*
- *Taking home police cars deters crime*
- *Salaries for employees should be competitive with surrounding communities*
- *Supportive of neighborhood watch programs*
- *Go after private grants and homeland security grants*
- *Attitude of police is not always friendly or positive*
- *Police should be approachable not menacing*

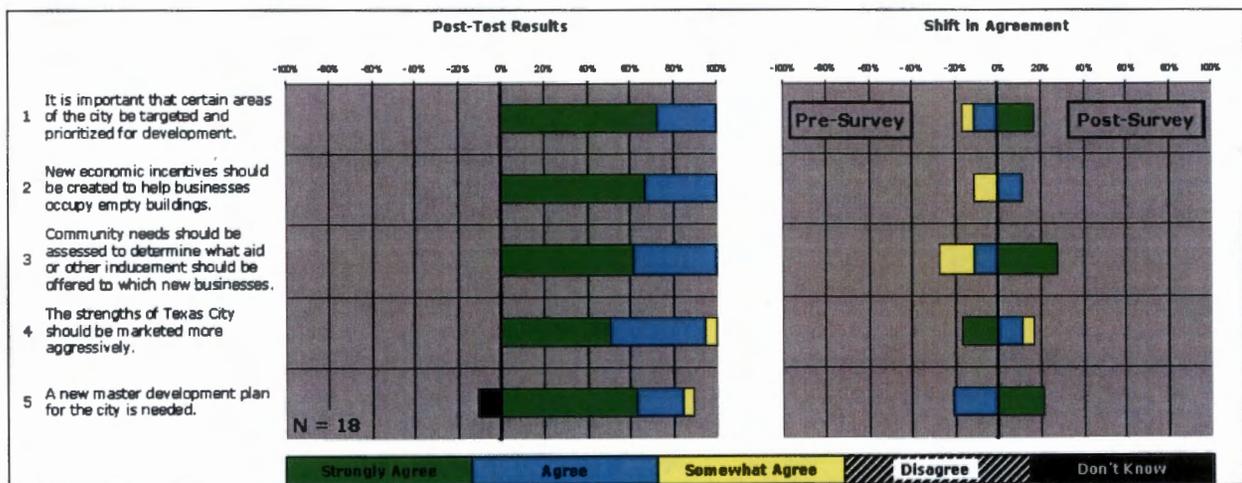
- *Racially profiled behavior by police*
- *Training in cultural sensitivity and public diversity – understand those you serve*
- *Promote neighborhood watch programs but cautious about protecting privacy*
- *Take advantage of grant money*
- *Pastors can help relay information to community*
- *Who benefits from grant money? This should be publicized.*
- *Fears of police and natural dislike and distrust*
- *Raise standard of living to other communities*
- *Police presence stops some crimes*
- *Police presence give feeling of security*
- *Make community safer*
- *Be more involved with neighborhood issues*
- *Use grant money to improve and update the city*
- *Police should focus on real crime not just traffic violations*
- *There should be more incentive to be a police servant*
- *Need to see police in neighborhood south of 14th St. across from train station*
- *Concerns about industry hazards*
- *People need to know about traffic camera's and other hidden things*
- *Will the city bear the expense of abating asbestos*
- *Police visibility is good*
- *Uniform personnel show a strong presence*
- *Promote neighborhood watch programs*
- *Go after grant money*
- *Salary increase should be merit based, not just a flat increase*
- *Don't privatize EMT program*

Please refer to component forum results located in the appendices (Figure 18, Figure 19, Figure 20, and Figure 21).

Forum Issue – New Business

There was little-to-no disagreement among the various forum cohorts with respect to the importance of new business development for the future of Texas City, though the strength of that agreement was tempered in the Community forum. In general, there was strong support for more “name” business establishments (steering clear of WalMart), especially restaurants, and businesses serving the needs of the various components of Texas City residents (e.g. the youth). The Texas City Dike is widely perceived as an important asset to the City, and there is strong support for its further development (though there is disagreement on whether it should ultimately mirror the development of the Kemah Dike). There was surprisingly strong agreement that development should be based on a plan that has been reviewed and approved by the public, and that resources for new and revitalized business should be equitably spread throughout the community.

Table 6 - Composite Forum Results – New Business



Unedited comments and facilitator notes collected during the forum follow in italics:

- *Keep all areas of the city on the same developmental level, so no parts of the city are left behind*
- *Bring more people & tourism*
- *Create jobs*
- *More brand name restaurants*
- *Market Dike more*
- *Use real estate like Galveston did*
- *Renovate Dike similar to Kemah*

- *Market to younger businesses*
- *Make a master development plan that caters to each area of zoning*
- *Question why other businesses left*
- *Need more activities for people who don't drive*
- *Need to market area between 146 & 34th St.*
- *Why are businesses moving to 45?*
- *Maintain status quo and keep everything the same*
- *Hard to develop businesses because customer base isn't here in east TC it has shifted to West TC*
- *Need good hotels nearby*
- *Clean up Dike and market it or develop like Kemah*
- *Stay clear of Walmart*
- *Bring in big developers*
- *Control and balance of development so that is doesn't get out of control or out of balance*
- *Promote diversification of business*
- *Market to a brand restaurant such as Chili's or Luby's*
- *Market to a 'trendy' place*
- *Bring in a support a Tea Room*
- *Charge at the Dike to use*
- *Add restaurants to Dike*
- *Add wireless internet access to Doyle Convention Center*
- *Finish the loop*

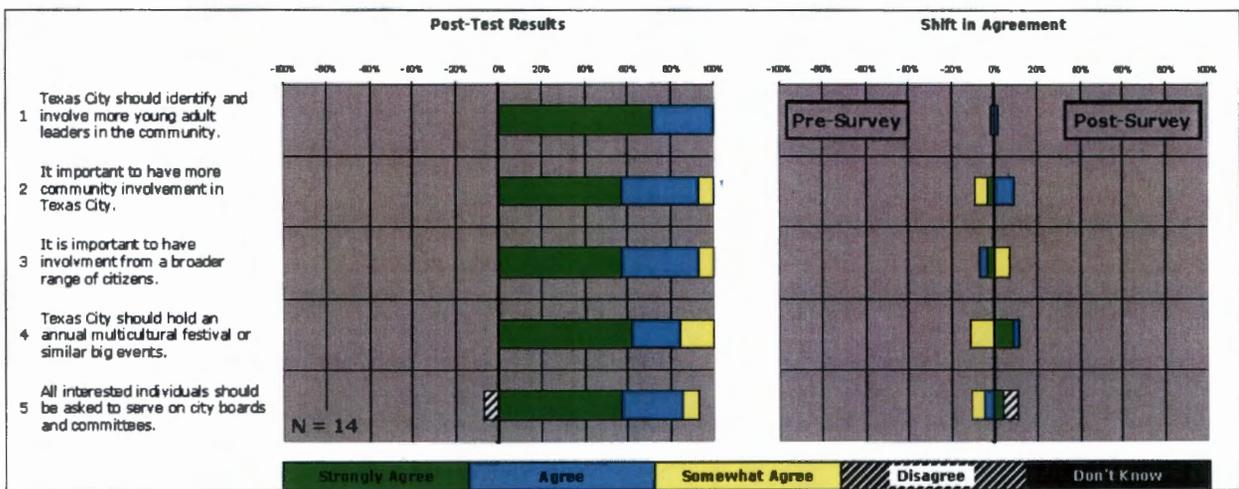
Please refer to component forum results located in the appendices (Figure 22, Figure 23, Figure 24, and Figure 25).

Forum Issue – Community Involvement

While the number of comments related to community involvement was relatively small, it was clear from the data that there was nearly unequivocal and strong support for greater community involvement in Texas City affairs. There was a discernable note of concern that the City could benefit from an infusion of new ideas and energy.

It is also clear that participants recognize that Texas City is a multi-ethnic city, and that this diversity should be leveraged and celebrated.

Table 7 - Composite Forum Results – Community Involvement



Unedited comments and facilitator notes collected during the forum follow in italics:

- *Use term 'multiethnic' instead of multicultural*
- *Very important and key issue to involve young adult leaders in community*
- *Community should suggest things not run things*
- *We're the future, too many old ideas*
- *Give money back to the people in form of community party to bring people together*
- *Concern over an incident at a large group party*
- *Hold multicultural event at least 4 times a year*
- *Important to encourage youth leaders*

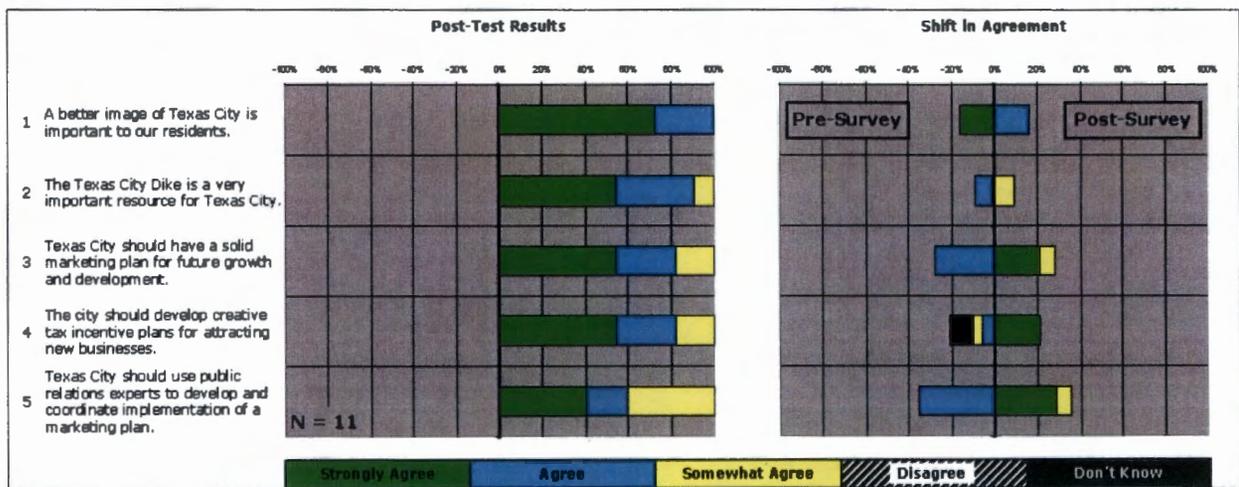
Please refer to component forum results located in the appendices (Figure 26, Figure 27, and Figure 28).

Forum Issue – City Image

A clear and strong note of civic pride permeates the comments and response data from all forums. This is not at all surprising inasmuch as the same conviction was seen in the community survey results. There is no doubt that this is the most valuable tool to be used in driving Texas City to implement its *Goals 100* initiatives. The wide participation in and success of the current planning process is witness to this.

However, this pride is not blind to the challenges Texas City faces. There is strong support for improving the physical image of the city *vis-à-vis* surrounding communities, and for leveraging Texas City’s history and many existing improvements in doing so.

Table 8 - Composite Forum Results – City Image



Unedited comments and facilitator notes collected during the forum follow in italics:

- *Vote balanced budget*
- *Better plant/community relations*
- *Promote All American City*
- *Advertise Boys/Girls Club*
- *Take advantage of the water*
- *City beautification*
- *Our town is a ghost town – town is dying – looks empty*
- *Advertise and upgrade Memorial park*
- *Compete with other cities, appear the same as others*
- *TC should up the salary on summer help. Please!*
- *Some people cannot handle authority – lots of nepotism*

- *TC history is our strength – potential is good but under advertised and neglected*
- *Determine strengths of city. Is it enough?*

Please refer to component forum results located in the appendices (Figure 29 and Figure 30).

Texas City Takes Action

The strategic planning, survey, and community forum processes have produced a number of products:

- Issues that suggest immediate and assignable action to an accountable member or organization of the Texas City community (assignable issues)
- Complex issues on which there is consensus and for which responsible parties in the community can readily be identified
- Complex issues on which there is little or problematic consensus that require further examination by the *Goals 100* Planning Committee or by elements of the Texas City community

Assignable issues arising from the strategic planning process have already been allocated to Committee individuals or groups and are in the process of mitigation. Complex issues on which there is evident consensus are being assigned by the Committee co-chairs to working groups. These groups will produce an action plan and begin implementation of that plan, reporting progress back to the larger Committee.

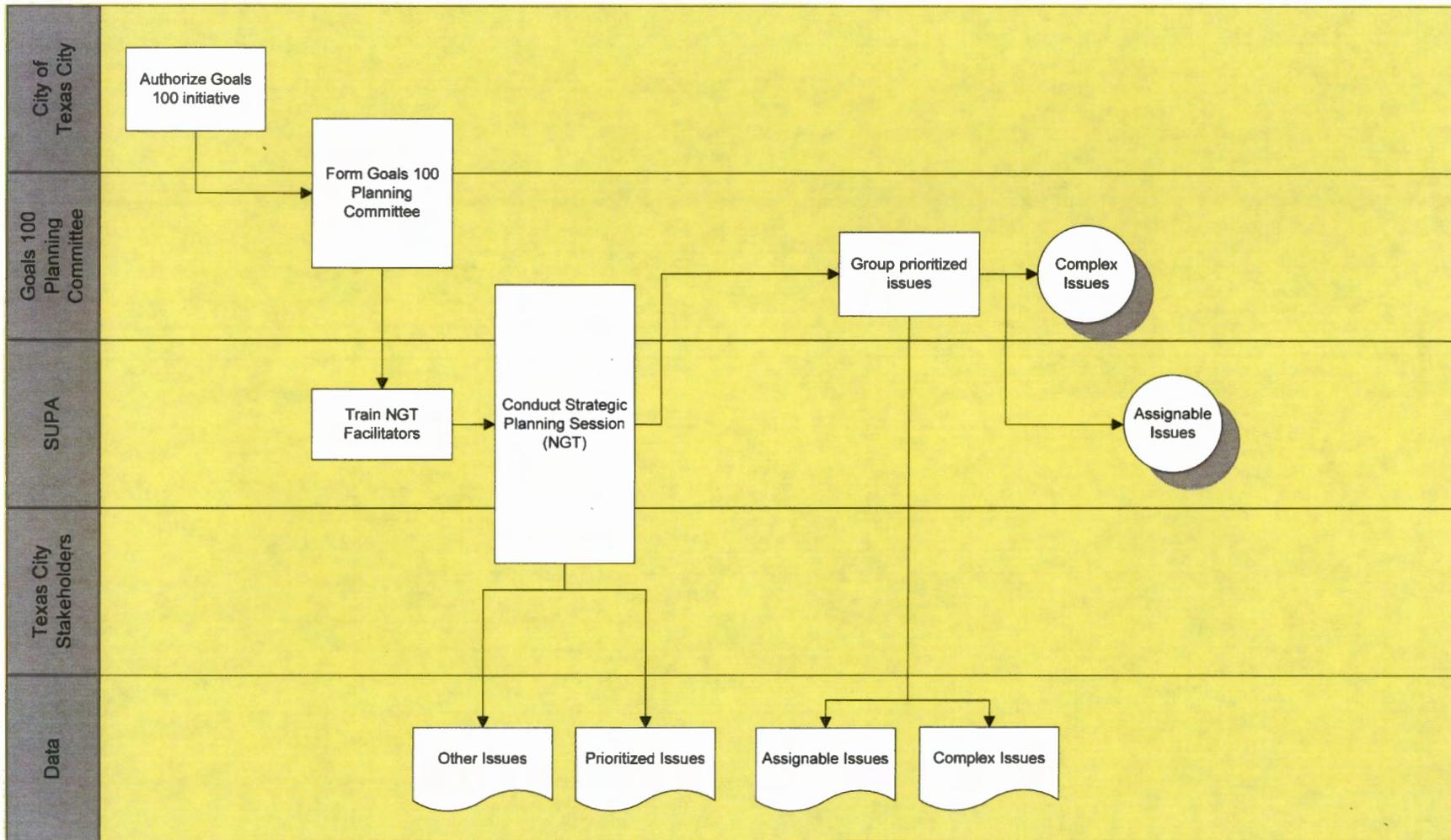
Finally, those complex issues on which there is little evident or problematic consensus should be revisited by the Committee and the at-large community in order to resolve perceived differences highlighted in the community forum process. These actions may include further community surveys or forums.

Although SUPA is not immediately involved in implementation of action plans developed as a result of the *Goals 100* process, a well-publicized, accountable, and documented process is encouraged.

Appendix A – *Goals 100* Process

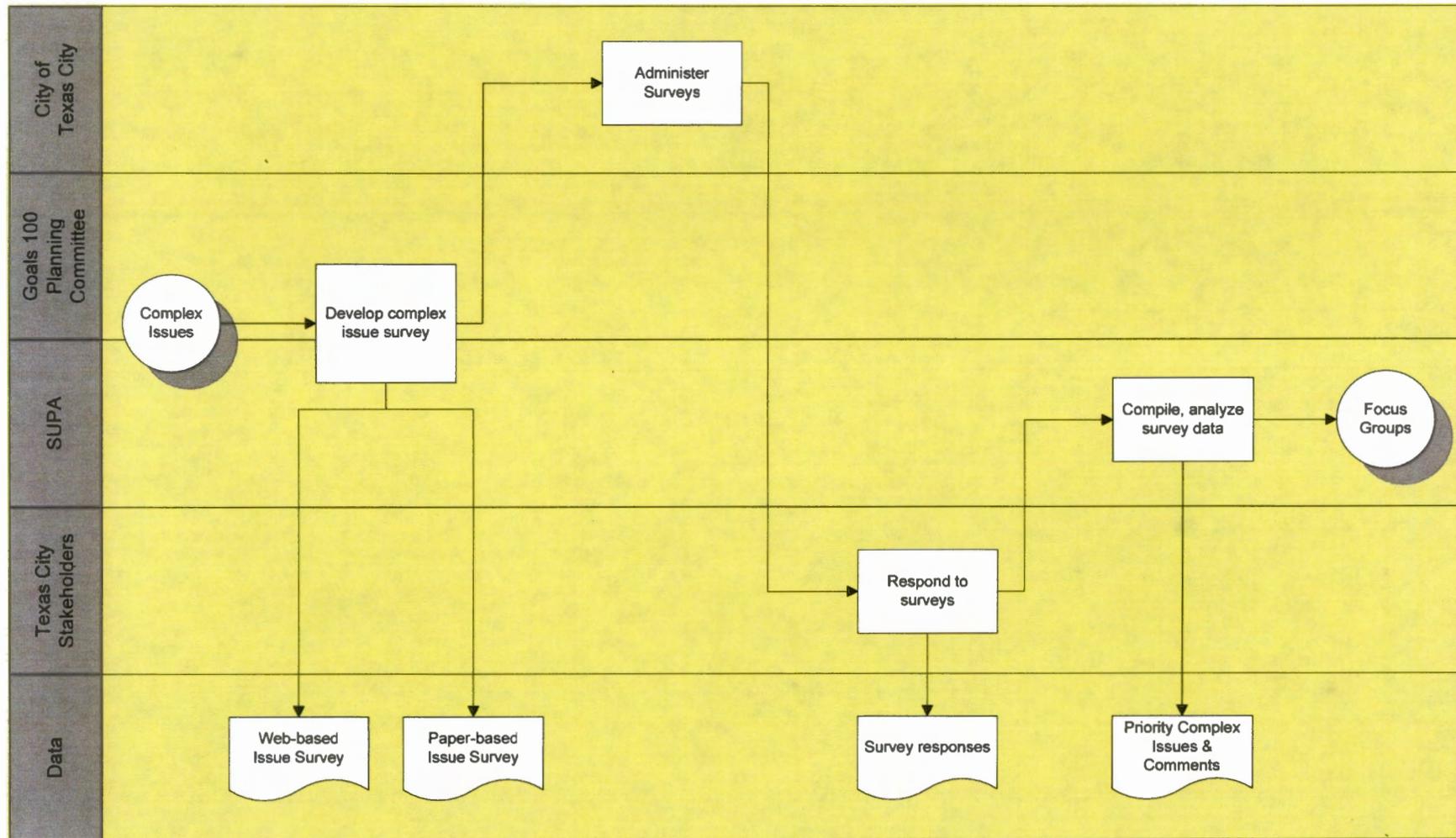
Goals 100 Strategic Planning Process

Figure 7 - Strategic Planning Process



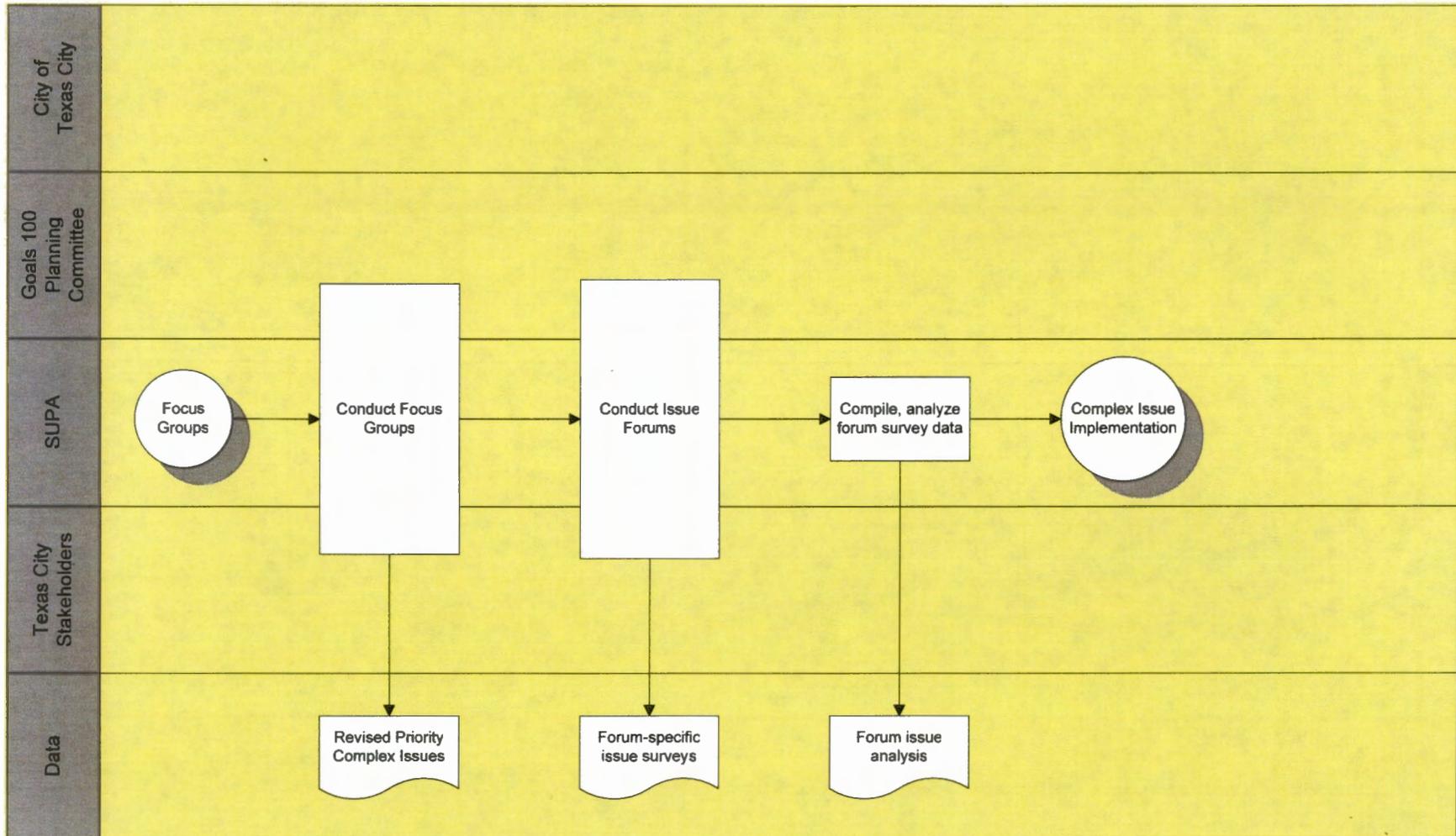
Goals 100 Complex Issue Development Process

Figure 8 - Complex Issue Development Process



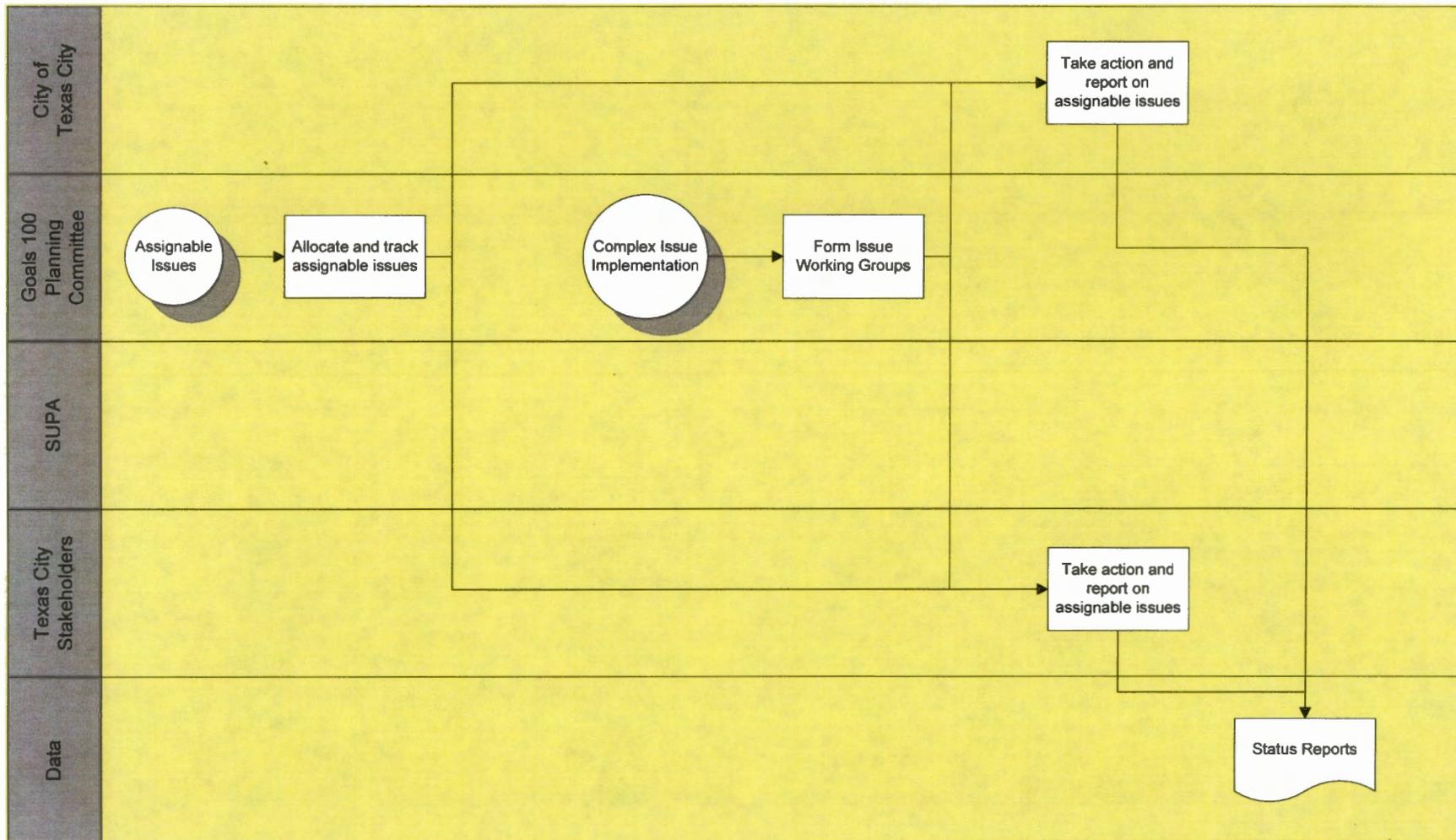
Goals 100 Focus Groups & Community Forums

Figure 9 - Focus Group & Community Forum Process



Goals 100 Plan Implementation Process

Figure 10 - Plan Implementation Process



Appendix B – Priority & Other Issues

Team: Herbeck/O'Brien

PRIORITY ISSUES

- Put empty buildings back into use
- Clean up older neighborhoods
- Expand school district boundaries
- More Starbucks; fewer Dollar Stores
- Continue to upgrade city infrastructure such as drainage and roads
- Increase police and fire services

OTHER ISSUES

- Development of Texas City Dike
- Add to sports facilities
- City port cooperation
- Effective communication of plan to community
- Insure liability of existing tax base
- Stay away from Municipal Utility Districts (MUDs)
- Develop the arts
- Develop arts education
- Pre-kindergarten education of children
- Upgrade school physical facilities
- Expand local career opportunities
- Develop after school programs
- City/ISD adult education
- Improve environmental perception of our City
- Plan to attract "clean" industry
- Attract commercial recreational facilities
- Explore public transportation
- Maintain a community of equal opportunity
- Improve community access to medical facilities
- Educate citizens to city services

Team: Iles/Moss

PRIORITY ISSUES

- Development and further expansion of Texas City Dike
- Promotion of improving school districts
- Inventory assets of city to attract new business and promote positive self-image
- Improve public safety by enlarging police force
- Increase community involvement

OTHER ISSUES

- Improve infrastructure, streets, and utilities; remove or cover open ditches
- Incorporate both eastern and western portions of city
- Develop low-cost or free after-school programs
- Develop viable city transportation
- Promote and attract new business
- Develop an integrated, centralized youth sports complex
- Continue to promote fiscal responsibility
- Improve first impressions of visitors to Texas City
- Develop a master plan
- Improve traffic control
- Enhance and promote the city website

Team: Mitchel/DeSanto

PRIORITY ISSUES

- Update the sports complex
- Implement a tax freeze for seniors
- Make road improvements (include speed bumps in high traffic zones)
- Improve school district to top 10% statewide
- Improve and market city image

OTHER ISSUES

- Standardize school dress codes
- Fill commercial real estate
- Develop the Texas City Dike
- Authorize the City to operate all emergency services
- Prioritize a crime-free environment
- Supply more information on hurricane evacuation
- Attract better restaurants
- Modernize schools
- Attract new mall businesses
- Diversify the economy
- More aggressively pursue economic development
- Promote: Texas City = Sun City
- Integrate east and west Texas City
- Supply wireless access for the community
- Create a master planned residential development
- Return to quality public service
- Increase affordable housing
- Enhance quality services for seniors
- Provide public transportation
- Plan a major City birthday celebration in 2011

Team: Potter/Boik

PRIORITY ISSUES

- Consolidate school districts
- Create a master planned community to include office, business, and residential space

OTHER ISSUES

- Assure current, future residents that our environment is safe
- Provide greater access to post-secondary education
- Create/improve facilities for families with young children
- Enhance and market attractiveness of the Dike area
- Revitalize Sixth Street area
- Provide collateral services for gambling activities
- Design an attractive entrance to the city
- Develop a program to encourage neighborhood improvement, pride, and involvement
- Improve lighting in and around all neighborhoods
- Actively enforce prohibition of trash dumping
- Encourage more community involvement in school system
- Emphasize cultural and artistic aspects of the city
- Plan for public transportation as it relates to development
- Make use of excess commercial space
- Communicate, widely market a focused community identity
- Encourage local graduates to return home to live Embrace development of new aerospace and other industries
- Encourage local business owners to become residents
- Expand and improve programs for senior citizens
- Create partnerships between schools and businesses; Provide City-sponsored mentoring and service-related educational opportunities (for example, police and firefighters)
- Attract "name" restaurants
- Expand secondary education to include ROTC
- Improve planning for emergency evacuation of seniors and homebound

Team: Yanez/Scoggin

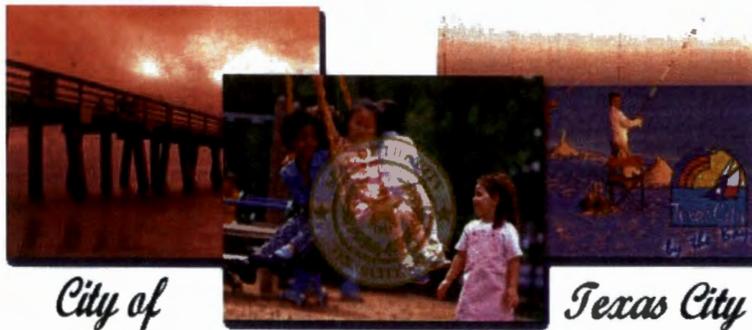
PRIORITY ISSUES

- Market public facilities to families and service organizations, in addition to industries
- Attract new business
- Improve and market the image of Texas City
- Improve public physical facilities and school buildings
- Enhance affordable senior housing

OTHER ISSUES

- Make Texas city an obvious choice for newcomer house-hunting
- Attract new types of industry
- Remove substandard and/or unsafe housing
- Creating a safe environment throughout the city
- Improve youth facilities
- Enhance the quality of family life
- Enhance usefulness and appeal of waterfront facilities
- Improve City "housekeeping"
- Improve drainage throughout city
- Improve disaster preparedness
- Maintain an historical perspective of City
- Adjust school district boundaries
- Improve economic status of all social classes
- Clean up older areas of the City
- Provide additional high-end housing
- Improve family recreational facilities

Appendix C – *Goals 100* Priorities Survey



Goals 100 Priorities Survey

Thank you for participating in the *Texas City Goals 100* visioning process! This short survey contains 21 statements of high-priority issues identified by the *Goals 100* Planning Committee. For each statement, give your level of agreement as to its importance to Texas City's future. For the first 20 items, the following five responses are possible:

Response	Explanation of Response
I don't know	I do not understand the statement. I do not have enough information to either agree or disagree with this statement.
Very important	I understand that this is an issue, and I think that it's very important to the future of Texas City. We should treat this as a high priority issue; it is among the most important issues that the City currently faces.
Pretty important	I understand that this is an issue, and I think that it's pretty important to the future of Texas City. We should treat this as a medium priority issue; it is as important as many other priorities for the City.
Somewhat important	I understand that this is an issue, but I think that it's somewhat important to the future of Texas City. We should treat this as a low priority issue; there are many more important things for the City to do.
Not important	I understand that this is an issue, but I don't think that it is an important issue for Texas City. We should not spend any resources on this issue.

Click on the check box next to your response: ; then click **>> OH** at the bottom of the page to go to the next item. The final item is a request for additional thoughts about priorities for Texas City planning. You may choose to respond with your thoughts and click **>> OH** to complete the survey.

Once again, thank you for your time and input to this important civic planning process.

Please click here **>> OH** to start taking this survey.

How do you respond to the following statements?

1. Vacant buildings should be renovated and put back into use.
 - I don't know
 - Very important
 - Pretty important
 - Somewhat important
 - Not important

2. Older residential neighborhoods should be cleaned up.
 - I don't know
 - Very important
 - Pretty important
 - Somewhat important
 - Not important

3. Texas City ISD boundaries should be expanded.
 - I don't know
 - Very important
 - Pretty important
 - Somewhat important
 - Not important

4. More Starbucks-type stores, and fewer Dollar-type stores, should be attracted.
 - I don't know
 - Very important
 - Pretty important
 - Somewhat important
 - Not important

5. We should continue to upgrade city infrastructure (for example utilities, drainage, and roads).
 - I don't know
 - Very important
 - Pretty important
 - Somewhat important
 - Not important

6. Public safety should be improved.

- I don't know
- Very important
- Pretty important
- Somewhat important
- Not important

7. The Texas City Dike should be further expanded and developed.

- I don't know
- Very important
- Pretty important
- Somewhat important
- Not important

8. Our improving school districts should be promoted.

- I don't know
- Very important
- Pretty important
- Somewhat important
- Not important

9. An inventory of Texas City assets should be used to attract new businesses and to enhance a positive civic image.

- I don't know
- Very important
- Pretty important
- Somewhat important
- Not important

10. Community involvement in civic affairs should be increased.

- I don't know
- Very important
- Pretty important
- Somewhat important
- Not important

11. The sports complex should be updated.

- I don't know
- Very important
- Pretty important
- Somewhat important
- Not important

12. A tax freeze for our senior citizens should be implemented.

- I don't know
- Very important
- Pretty important
- Somewhat important
- Not important

13. More road improvements should be made, including speed bumps in high-traffic, pedestrian areas.

- I don't know
- Very important
- Pretty important
- Somewhat important
- Not important

14. Our public school system should achieve a state-wide "top 10%" ranking.

- I don't know
- Very important
- Pretty important
- Somewhat important
- Not important

15. Financing should be arranged to improve our educational facilities.

- I don't know
- Very important
- Pretty important
- Somewhat important
- Not important

16. Texas City school districts should be consolidated.

- I don't know
- Very important
- Pretty important
- Somewhat important
- Not important

17. A positive image campaign should be created to market Texas City throughout the region and state.

- I don't know
- Very important
- Pretty important
- Somewhat important
- Not important

18. Our community should be marketed to families and non-profit organizations in addition to businesses.

- I don't know
- Very important
- Pretty important
- Somewhat important
- Not important

19. More affordable housing should be developed for our senior citizens.

- I don't know
- Very important
- Pretty important
- Somewhat important
- Not important

20. More and different types of retail businesses should be attracted.

- I don't know
- Very important
- Pretty important
- Somewhat important
- Not important

21. If you think than an important issue was not addressed in this survey, please describe that issue in the following space.

Thank you very much for your time and involvement in the

Texas City Goals 100

Vision Survey!

Appendix D – Survey Instrument Assessment

Survey Instrument Assessment

Thank you for testing this survey instrument. Attached is a hard copy of the online survey. Complete the survey as if you are a resident in Texas City. However, please focus less on the technical content of the statements than on the wording and the clarity of the instructions and statements. When you have completed taking the survey, please briefly answer the following questions:

1. Were the survey instructions clear and correct? If not, why?

2. Were the survey statements clear in wording and intent? If not, which one(s), and why?

3. Is the survey too long? How do you think it could be effectively shortened?

4. Are there any words used in the instructions or the body of the survey that citizen respondents might not understand? If so, what are they?

5. Are the five response options sufficient to obtain the desired information? If not, what are they missing?

6. Do you have any additional suggestions toward the improvement of this survey?

Appendix E – Community Survey Comments

Community Survey Comments – Public Safety

Table 9 - Community Survey Comments – Public Safety

Yes, I would like to see the speed limit lowered from 40 to 30 or 35 on Palmer from McDonalds to City Hall. It's like a race track on both sides. Thanks, [name deleted]

Yes, get these drug men & women off of street. Always flagging [down cars] and take down places that are too bad to fix to keep drug dealers out. And fix drainage ditches half time when it rains I can't step off my side walk to go to church St. Marys.

The high crime rate in our neighborhoods should be top priority. The drug traffic and theft should also be a top priority, but then it all depends if you live in a high class area or one of the older areas, no one seems to care about our problems, the speeding problem is a big concern!!! in my neighborhood

Texas City Police Dept. needs work - they are ridiculous. Example 1. My house got robbed - took 1 hour to get there - I live a few blocks down - ridiculous 2. Grandma was stranded w/a flat tire - TX City police Dept. said they didn't have anyone available - yeah right 2 passed & didn't stop!

Speed limits, especially in residential areas, should be enforced. More visible police presence in residential areas would be very welcome.

Speed limits are Not enforced enough in neighborhood streets, throughout T.C.! Top Priority!! 50 mph in a 30 mph Zone is Wrong, Very Bad Wrong!!!

Speed limit signs should be put at Stop signs at School side streets

Speed limit should be enforced, along with running stop signs and loud radios, loud mufflers and rude drivers, the police need help from higher up maybe a local chief.

Something should be done to enforce/patrol laws about loose, stray cats & dogs in neighborhoods.

Re: Public Safety - It is very important to fund more police, especially foot patrols in high crime areas, & to follow up on citizen complaints of crime. New York City was successful with this approach.

Matthew - get the drugs out of T.C. get allocation for more police officers get drugs out of apartment buildings especially Somerset and other apartments. Zero tolerance for drugs!!! This new port will necessitate more police to patrol apt [and people] drug smuggling & terrorism watch, Thank you, [name deleted]

Make Texas City a Drug free community. Get the dopers out of here.

In areas such as 7th Street an 3rd & 2nd Ave should be heavily patrolled due to the high drug activity & prostitution!! This should be addressed NOW!!

I believe the area between the chemical plants and up-below should be (residential area) given strict attention and drug trafficking. Every city has this problem. Whatever it takes to shut it down.

I am 80 year's old. I sit on my porch 8 to 10 hours a day. 90% of the car's truck cops pose not stop at the stop sing! Why don't we T.C. go & say it will be, [Yeal..., be if no one is in the coming pond's go ahead. That is what ever Bob is doing. P.s. I got at ticket for not stop the car shid your wher was moving I thought I had stop.

Hire more officers. They will help make the city image. Public safety is important to everyone who would think of making this place home.

Get the drugs off streets and the call girls out of our neighborhoods. Take our city Back!

Drugs, Drugs, Drugs! Need to clean up! Raymond Guidry

Develop a community action plan to deal with a terrorist attack on a petrochemical plant.

Clean Texas City up of all drug traffic in order to provide safe living conditions.

Any and all that can be done to keep our children and Texas City safe.

Address the common drug deals occurring at drive-up convenience stores in certain areas.

#6 - Not aware of a problem with public safety, but I would be in support of needs for the Texas City police depart.
#7 - I do think the dike could generate revenue as a tourist draw and I support expansion. [However...]

A new fire station should be built up SH 146 to cover that part of the city. Morality should be brought back into this administration, and fire anyone caught lying on federal grants, committing adultery, etc. [The...]

As the city has grown so should the Emergency services ,Many more Police and Fire Dept employees are needed to cover this city rather than the bare minimum and fix it next year that has gone on for many years in [the...]

Crime

Crime needs to be addressed further

Did not address crime, resources for police, etc.

hire more policemen

I think the city/law enforcement should act on tips by residents when they inform them that there is a lot of traffic at a particular residence in your neighborhood.....meaning that there is a possibility of drugs b...

increase police presence to reduce crime, especially in areas known for drugs, prostitution, etc.

improve emergency response services

law enforcement of drug traffic areas

MORE SPEEDING ENFORCEMENT ON SIDE STREETS

More traffic enforcement, too many red lights being ran, the police are some of the worst, also speeding down sideroads,21st,29th,Logan,police are some of the worst offenders, they need to be an example!!!!!!

More visible policemen in neighborhoods that are prone to have drug deals all day long every day. Seniors and children must stay inside for fear of getting shot. PLEASE, make us feel safe again.

People need to feel like Texas City is a safe place to live. People fear crime and the refineries. Accidents happen. When these "accidents" continue to happen, it is a sign of carelessness and disregard of laws a...

Plans should be made for police and fire stations; maybe sub city office in West Texas City. Rapid growth in this area will create the situation of most of the population in Texas City will live in this West Texas

Please get the Prostitutes and drug dealers off the streets.

Police patrol needs to saturate older neighborhoods i.e. Chelsea to rid it of drug traffic, burglars, etc.

Provide a free ambulance service to Citizens if the City by placing a small fee on water bills

TEXAS CITY IS GROWING EVERYDAY, AND I FEEL THAT CITY SERVICES SHOULD GROW ALSO. WE ARE IN NEED OF ADDITIONAL POLICE OFFICERS AND FIREMEN TO MAINTAIN OUR CURRENT LEVEL OF PUBLIC SAFETY.

Texas city needs a noise ordinance for cars driving through subdivisions, too much loud music.

Texas City needs focus on crime. Almost everyone I know has been the victim of some form of crime. Our police force is inadequate at best. The concern seems to lie more in traffic tickets to increase revenue rat...

The city should a very comprehensive plan for dealing with large natural and domestic disasters so that city leaders can quickly resolvé the small ones such as the one that occurred on 5/08 2005, if the city can't ...

The number of regular TC Police patrols should be increased.

There should be much more focus on "West Texas City" such as the installation of a "West Side" Police Station, more officers, and the installation of sidewalks on Oak Street, just to name a few

There should be more police patrolling the school zones. Something should also be done about the number of vagrants/homeless people in Texas City. I have never seen more handicapped/retarded people in one place.

ticketing more people for loud music from cars

Why can't the people who get fined community service by our judges, spend that time cleaning up the Texas City Dike? How about a couple of walking paths off the top of the Level, going down the edge of the water? H...

Reduce the crime / gangs/ prostitution/drugs

Growing crime is a major concern, as well as economic growth, surrounding areas are booming and we only seem to be growing in the area of Residential Real Estate, Not retail, Our schools are already overpopulated, ...

Community Survey Comments – Environment

Table 10 - Community Survey Comments – Environment

To do something to reduce the pollution in Texas City from the plants and reduce the bad odor or stink. "For me, this is the most important thing" (For our children's Health.) Thank you very much.

They don't know what the emission is doing to the elderly & poor people. Can't drive one car to the store & Taxi is getting too high for set income people. [name deleted]

Help OSHA and the other safety people control the dangers here in our industries

City should know more about plants & safety requirement.

Big trucks exhaust black smoke & pollute the air. Should be stopped & given a fine. Lowry center pool & showers cleaned up.

Air & ground pollution is a concern.

Clean up the air quality -- most important

We need to make sure these Plants are safe and are not polluting our air and water

Refinery compliance with DHS.

22. B.P. pollution on Texas Avenue is terrible! 23. Zoning laws or ordinances need to be enforced. 24. No day care or personal care homes in residential neighborhoods! 25. Hire more police men. 26. Hire local people only first.

Community Survey Comments – Social

Table 11 - Community Survey Comments – Social

T.C. could use a simple, sound & safe location designed for skateboarding. Even with "no skateboarding" signs posted, our church property is often damaged by skateboarders who ignore our requests to stay away. Is this a problem for other places in T. C.? Also, T.C. should emphasize & promote the Fine Arts more. Thank you for the survey.

Parks need to be in all neighborhoods. We need one close to 34th & Texas Ave.

Our city lacks nice, clean parks and family or children's activities. I have to go out of town to find a park with trees for shade. Also, our parks are filled with beer cans, ant beds, and grass in dire need of mowing. If we are to attract young families who will be property owners and therefore tax payers, the cleanliness of our city needs to improve. As is, all we have is Dollar stores & Mexican restaurants in abundances.

More Recreation Activities & center for teens

Kids should have a skate park, for skate boarding, skating & biking, so they will stay off public roads. Barbara McNemar p.s. we need more parks and services for our children.

I think the Texas City Kike should be fixed, and I think It should have Rides & Penny Arcade, So I kids have a place to go like Galveston Beach, Then we would have less crime here. There is Nothing Here For Youth. Even a few tables on the Beach would help improve Texas City. Thank you.

Continue to improve our parks & fountains. They are much enjoyed. Improving the Lowry Center & making it more affordable for Senior Citizens. Thank you!

22. New playground equipment for all of the smaller parks. The park at 23rd Ave. & 4th Street is a disgrace. Lots of grand children visit that park. [name deleted]

22. Improve golf course add more trees & senior tie boxes. Course is an asset, many organizations use it to raise funds for scholarships

1. More \$ for Parks & Recreation. 2. Better communication w/plant industry re: our safety - citizen liaison committee?

more festivals, more culture Arts programs, more on water conservation programs (property owners waste water when watering their grass too much!), Buy local campaign & sponsor programs for small business on selling their products/services "friendly service" "good prices" good product" (visit Lowe's Home improvements)

An emphasis on fitness and a beautiful, safe place to walk, jog and bike and recreational activities for all ages in a safe environment.

I am a firm supporter or charging to get on the Dike and improving. Also, I would like to see stores put in the old buildings on Palmer and 146 this will more convenient to us who live on the east side of 6th street...

Ideas: A water-taxi service from the TC Dike to Kemah & Galveston. Lots of vehicles go the wrong way on Skyline Drive... how about painting one way and arrows on the road. Wind generators on the city side of the le...

Little League park needs improvement. Compared to other cities our looks awful.

more entertainment like putt-putt golf or another movie theater

Need to show some improvements at the Shooting Range. It is the best in the area, but needs some improvements. Main lobby structure is looking bad is just one of a few sore sights. Thanks!

Repair/upgrade hike & bike trails at the seawall & Dike area, as well as throughout the city, and repair/upgrade of all the city parks

Texas City's Dike would make a wonderful point for a water taxi service like T. Fertitta has in the Woodlands. Taxis would go to Galveston's Strand area and to Kemah Boardwalk entertainment areas. Also would be a ...

The questions on this survey were very vague, and the use of this survey to develop specific would NOT be advised due to vagueness. Also, the development of an RV park at the base of the dike would be desirable...

Update our parks and recreational areas with in our city

Use of dike fee (in ?) No charge for T.C. residents

Very important to keep the open green spaces (parks, etc).

we have enough parks

Yes! Something to attract our teens & young adults to stay here instead of road traffic to Houston or Galveston. Such as a skating rink; affordable bowling, etc. Also buses needed to run on schedules to different areas!

The howery Center needs a staff member who is knowledgeable in senior health issues. The senior program should be expanded to include supervision in weight training & yoga.

The City has a great group of retired people that could be used on special committee for betterment and advice on problems concerning the city problems esp. in emergency situations.

Should buy new van for Senior Citizens as promised last year!

More services for our youngest citizens (age 0-5) who are poor. Quality child care is most important at this age.

More housing should be developed to all those in need. People around here need to pick-up the trash in their yards. The city needs to also help clean-up. [name deleted]

More housing for seniors to include condos etc. not necessarily in Lo - income area

More facilities for children & teens include churches to marketing. Get a TC newspaper back or have more reporting about TC

Mayor Doyle, I feel TCISD should change direction and focus on development of the mind, body & spirit. I also feel new construction in TC should be renovated to adopt same architectural style like Doyle Convention Center.

Families need places local to take their children. We basically have one nice park (Baystreet). Nessler needs work. Water front has and always will be the #1 money-maker. Re-Vamp the Dike. Other than oil refineries, we don't have much to offer. Create a Boardwalk. Use an asset we already have!

As a parent of two children. I wish there was more for them to do. (Example: skating rink, skate park, dance hall) These children need something in our community. If I had the funds & support I would do it myself.

Any help for the homeless?

Affordable housing for new families.

There need to be more housing that supports elderly people.

active adult 55+ homes- patio - town homes

Adult only housing for those who do not have children living with them. To provide a peaceful adult atmosphere.

City needs to pass a no-smoking ordinance for public places and businesses.

city water breaks for senior citizens

Community activities for the youth. To keep them occupied and off the streets, and give them a chance to be involved as citizens.

Government subsidized apartments for senior citizens.

Great City

I think that Texas City should be more open-minded and stop hanging in "cliques." These cliques are present in our government, in our schools, and even in our businesses. Everyone should be treated fairly and equal...

If a positive image of Texas City is to be created and we are marketed as a good location for families, smoking should be banned in ALL public buildings. It's especially important to our city of refineries. T. C. ...

Improved expanded activities for youth

JUST KEEP IN MIND OUR YOUTH AND SENIOR

more city wide activities for Texas city kids

More focus citizens and employees being treated well.

more health programs for seniors

More programs for the kids.

My belief is that Texas City is about to grow at a very rapid pace and that the city needs to be focus on what brings new people to an area, not on rebuilding or recapturing the good old days. In my opinion those a ...

NO speed bumps; let the city take care of their business & TCISD take care of their own business!; affordable public housing built along 6th St for seniors & low income families with security cameras to monitor activities...

Stronger community initiatives aimed at youth drug and crime prevention, mentoring, teen pregnancy prevention, etc. More positive presence in the media. More development in West Texas City.

We need affordable housing developed for mentally and physically handicapped.

We need more housing for single adults. Such as CONDOS, TOWNHOUSES, PATIO HOMES. Not these ratty apartment complexes that attract trash and low lives. About financing for schools to be upgraded - didn't we jus...

We need sometime for our children and teen to do. So they will stay away from drugs. Texas City also need to clean up all the drugs in this city

We need to provide more attention to our service organizations and what the can and do provide for this town.

we should have no smoking in restaurants we are the only city that does not have this

Community building activities, so people know each other and the generations can interact in positive ways. More entertainment possibilities for our teenagers.

Community Survey Comments – Political

Table 12 - Community Survey Comments – Political

Politics that exists in school board policy and the T.C. sports various boards should not be tolerated.

Most questions were very vague or misleading. Texas City should get out of the Real Estate business (question #1)

Make sure city government represents the citizens. When they want something, do it! Don't think you know what's better for the city & do the opposite! Take care of city employees!

City employees should be treated with more respect by their superiors. Like human beings and not animals city should work with the Union towards collective bargaining. The only way to insure fair treatment to employees.

Something needs to be done about home owners' taxes, if taxes keep going up, people including myself will relocate.

The rife between City Hall and our Police Department and our Fire Department needs to be cleaned up. Texas City has gotten a lot of negative publicity from these two issues.

We need a new Mayor that will not let a Fire Chief run City Hall. The new Mayor also needs to be pro Union and not try to bust the Firefighters contract.

WHY ASK ME THIS SHIT, WHEN I AM WANTING TO MOVE TO YOUR CITY. THE QUESTIONS HERE DO NOT PAINT A PRETTY PICTURE. LOOKS LIKE A POLITICALLY CORRECT GREEDY COMMUNITY TO ME!!!!

Committee members should be named. I do not understand the questions concerning the TCISD - schools and city are two different entities. Some questions are too vague to understand.

Community Survey Comments – Schools

Table 13 - Community Survey Comments – Schools

We need to produce Merit Scholars.

TCHS should make a strong effort not to hold graduation ceremonies on the same night as surrounding communities such as Santa Fe, Clear Creek, Friendswood, etc.!

Return school system to the 1950 & 60 status & teaching

Number 8: I think our schools should improve for the schools sake not to promote the city. Citizens should be encouraged to shop at home. New businesses and boutiques won't make it if people don't shop there instead of BayBrook etc. There should be a police around, and in, high school parking lot on 13 Ave. before school and at end of school day. Remember: this is a blue collar town!

Just teach them Reading Writing & [Rithmetic] & to hell with all the other junk shake up the Police Dept better transportation for Senior Citizens more work better jobs & the People will come Get the Foreign People out of our Factory & Industries & Back into the Hand of Americans!!!

22. Preschool education at daycare facilities underwritten A/R 23. Not all kids go to college, need alternative high school diploma. 24. Teach skills of marriage over single parenting advantages. 25. Mandatory participation of parents for each student. Perhaps meeting with teacher to receive report card.

* Consolidation should include T.C. - L.M. - Hitchcock; Dickinson; Santa Fe

#14 depends on many things - the school administration, the school board, teachers, attitude of students - but, to demand it - that's a bit much!

A significant & as politically unbiased a taskforce should be implemented to consider the consolidation of TCISD with surrounding districts (specifically, LaMarque & Dickinson), as a long-term goal aimed at improving ...

Good schools to attract educated citizens. We need new blood and to have our children who go to college return to the community.

I do not agree with out of district enrollment in our school district. I feel this is not only unfair to those of us who live in Texas City but unfair to our children as well our classes & schools are over crowded ...

I think the school zoning should be opened to include West Texas City.

I think the schools should teach the children things they will use in the real world, and to just cater to the TASP test. The TASP test does nothing for kids but see if they can remember the answers they are taught ...

Lets keep city business separate from TCISD, Consolidation is NO!!!, need low teacher-student ratio to educate! Only image TC could promote is the Dike area, as a free entertainment for families!!! NO speed bump!!

more community support for college of the mainland

Our public schools are too top heavy with administrators and councilors.

Our school district needs great improvement. We need better teachers and less politics.

Provide access and funding for all Texas City graduates to attend College of the Mainland. Very important!

Question #8 - Our schools quality needs many more improvements. Better teachers would be a start! Question #13 - There needs to be NO speed bumps. They are only good for slowing people down for maybe 10 seconds...

School districts lines should be redrawn to give the kids the best chance to get a good education that they need. And if you have a Texas City address you should be able to go to a Texas City school.

School districts should focus on more teaching, instead of focusing on disciplinary actions. Heavy levels of pollution caused by civilians and industry. Work on developing or importing jobs to the area.

Stop the Robin Hood Act and the need for raising financing would decrease.

The survey appears to be centered on education and increasing the size of the City. Although the City should certainly support improved education it seems that TCISD should take that lead. As far as making the City ...

There is a need to enforce the noise pollution by amplified sound systems that add extreme stress to residents who are trying to live comfortably in their own homes but have to deal with the vibration and noise on ...

Until TCISD implements behavior controls in the schools they are a detriment to the city. At present most people will describe the student behavior in TC schools as "out of control." The bright spot is our parochial ...

We shouldn't just improve the schools on the outside - we need to focus more on educating the children more from kindergarten on up. Take the smaller children and start teaching them a more versatile(sp) education ...

When you say "Texas City schools" this phrase should include not just TCISD, which I think it might. It should EQUALLY include the La Marque ISD and the Dickinson ISD because this is where the growth of Texas City ...

Ya! How about more funding going to education and quality educators and less on so many PARKS; educate our children, and impress on parents that they are responsible for them, not using our educators as babysitters...

Community Survey Comments – Economic

Table 14 - Community Survey Comments – Economic

We need more places of employment to keep young people here and attract them after graduation

Start charging apartment families school taxes. Their children attend our schools for free. They pay no property taxes.

Please reduce the rates of utilities for the Senior Citizens (electric, water, gas, telephone, etc.) By the time we pay all these utilities, there is no money left to upgrade our house (residential area) & buy food & drugs, med. Bills, etc.

Lower the taxes for businesses you cost your self 1 million dollars a qtr because Walmart moved to LaMarque. You are running off big business because you are to greedy to lower tax. Example: Walmart, Target, K-Mart, Carbide/Dow Copper Smelter stop the greed and get the money back from lottery that was to go to school the school issue is old tired of schools building money for you fat cats

Let's take action on #12 - tax freeze for our senior citizens. Their retirement funds can't cover rising school: county & city taxes. Give them a break!!

How can the senior citizens play their bills on a fix income, when water, gas, lights and school taxes, county tax. City tax goes up but the pay check doesn't and grocery store we need to build a big building for our kids play with there skate boards.

Discount on energy (water) bills for Senior Citizens

Cut taxes and also take care of the Senior Citizens. Schools never find projects that reduce taxes. They seem to love spending.

City Taxes should be freeze on for Senior citizens

City Government, like school & county has to continue to keep tax rate down Quite spending money, No more police & firemen. Can't afford house payment and electric bill soon.

Appraisal taxes need to be lowered

1. Taxes cost senior citizens more than their fixed income 2. A senior citizen free clinic, these people made Texas City don't cast them aside.

expand entry level employment opportunities

Focus on economic development in W. TC

less Section 8 programs so people can get jobs in the stores around Texas City

Lower sale tax, we don't have many places to shop, we sure are not bringing in outside people to shop here.

Out of county people should be charged to use the Dyke and clean up there trash.

put tax freeze on senior citizens as other cities have done

Chemical Plants should NOT be given tax breaks!

Have the Plants pay their part in taxes, they are given too many tax breaks and the residents are having to pick up the tab. It's gone long enough. get a Group on Appraisers that are capable of figuring what the Pla...

MAKE BP PAY THERE FAIR SHAIR OF TAXES.

Community Survey Comments – City Image

Table 15 - Community Survey Comments – City Image

When I come to T. C. in 1954, I thought it was a neat place. Very Clean, easy to find any address. Very friendly people. Now old junk cars, trash, cars parked in yard on grass - junk, junk, junk. Needs to be cleaned up. [name deleted]

What happened to the "All American City"? This town looks terrible the minute you enter TC - no place to shop no nice restaurants - have to leave TC to do just about everything - looks like TC likes the NASA area getting our tax dollars.

We have so many eyesores & trash in and around houses (especially 36th St.) Moses Lake area. People should be given citations until they clean it up.

Texas City has a constant bad/negative imagine since we have lived here. The perception is that we are all of low economic backgrounds. The town needs to improve drastically! People used to be able to have good jobs at the plants while live here Those days are gone! Why should people want to live here?

Businesses should be courted to move to Texas City to keep the dollars from going up 45 to Baybrook Mall. Restaurants Needed.

I think it is very important to improve the image of our city not only in the state but nationally as well. I was in a meeting recently in Connecticut and overheard the comment that I lived in "Toxic City, Texas"

Texas City needs to focus on bringing in teachers, businessmen and other community figures that are younger in age. It seems that the city is a home to the old families that have always lived there, and a place [where...]

The city is growing at an amazing rate. Sadly, along with that growth, we are losing the small-town appeal. Let's focus more on the community aspect - less on the business aspect - that Texas City has to offer.

Texas City is a very attractive town considering its blue collar image - nothing is the matter with a working class town.

Community Survey Comments – Municipal

Table 16 - Community Survey Comments – Municipal

improve communication with industry

Yes, I have a complaint I'm a Senior Citizen I pay Taxes, I have to pay for my yard to be mowed I live on a fixed income. There's lots all over needs mowing & their never moved from year to year Please enforce this to be done. Thank you.

Yes! When ever the city fixes something in your front yard. They should fix it up like they found it. Don't just promise to do it do it, not half way.

We need better transportation for the senior citizens. We got a large donation over a year ago from the united way. No one I've asked knows anything about it. The donation was for a handicapped van with a life. Thank you.

We have a beautiful Doyle Center, but the acoustics are horrible. Could some improvements be made to correct this problem?

We do have a city that in recent years has much improved. We thank Mayor Doyle for his foresight for changes to make our city more beautiful and setting goals for future progress. [name deleted]

Vacant lots should be cut, and abandoned old buildings & houses torn down & removed.

Vacant Building beyond repairs demolish for safety purpose.

Vacant Bldgs should be demolished

Traveling east on 16th Ave. the intersection at 21st St. the wood fence at the corner of the Park, you cannot see traffic coming from the north on 21st until you are almost in the intersection.

Traffic Flow: adjust traffic lights so traffic flows and keeps pollution to a minimum - [name deleted]

This survey is a great idea! I think a city-side clean up of neighborhoods are important. If citizens are not proud of their homes, they will not be proud of our city! Our tax dollars need to stay in our schools!

The decision to place tree limbs in our front yards instead of the alley should have been voted on. Placing these in the front yard is not only unattractive but it kills the grass by the time it gets picked up.

The city should enforce laws about high grass and loose pets better. Complaints should be handled more efficiently and followed up in a more timely manner. I would like more cooperation from the Galveston County Animal Control... (i.e. Officer Crouch's Attitude). (Unprofessionalism) [name deleted]

Texas City needs inexpensive, reliable public transportation

Texas City has a very serious trash problem in recreational areas. Skyline Drive, Baystreet Park, and the Texas City Kike are extremely trash - ridden! In addition to being an eyesore and health hazard, the trash situation reflects poorly on the City. Tourists, visitors, and others are obviously appalled by all of the trash and their opinion of Texas City will be negatively affected.

Tear down dilapidated houses & buildings

T.C. needs to be cleaned up and improvements made before marketed. Crime needs to be improved.

Possible the Mayor's office could establish a City Beautification Commission to Canvass the city block by block to pinpoint problem areas and direct actions by property owners be taken and where necessary furnish city equipment & manpower to eliminate eyesores. All trailers. Boats, cars (& other junk) no long serviceable should be disposed of.

Palmer street needs to have large trees planted at curbside in uniform manner. Buildings should be updated with terra cotta or red brick color paint. Signs should be renovated with paint etc. Parking lots need to be updated & well maintained.

Owner of shopping centers should be made to keep up parking lot & general appearance. We need another major grocery store to compete against Kroger. Our HEB is a disgrace to this city; one along n. loop 197 would be nice w/other business development.

Old run down homes or buildings in town or T.C. should - be demolished or torn down - especially south of Tex. Ave. and see prop. To the industries for green belt.

Old cars not used trailers, boats & etc. should be moved from in front of houses & drive ways. T.V., stoves, ice boxes, sofas & chairs should be put in alley instead of front of house, only tree limbs should be put out front. And people shouldn't throw trash on streets & yards. Please be proud of our city.

No Speed bumps Time Traffic Lights Improve smooth flow of traffic change for use of kids and spend money on dike.

No speed bumps needed.

Neighborhoods should be scouted for houses with debris, vehicles & unkempt maintenance (especially the neighborhoods with no homeowners association). Homeowners should be notified of unsightly conditions - given an opportunity to clean up or be fined. A teen complex should be established - Something for the teens to do - a place to go to play games, dance, etc. Keeping them safe & off the freeway. Not a sports complex. Most go to Clear Lake or Galveston for recreation.

Make an effort to rid the city of dogs roaming the streets all hours. Calling Animal Control is not working. I have counted 5 on corner of 12th St. & 3rd Ave No. together at on time. They come out and say "we drive up & down and see no dogs.

Keep citizens aware of progress being made toward attracting new businesses

Item #2 vacant house at 18-9th Ave No. Very bad shape It needs to be renovated or demolished. Terrible shape. [name deleted]

It should be Mandatory that people who own a lot of property should be made to fix up and paint at least every two years.

Improvements should be focused on the Entire City and not a particular part of town and also doing whatever the Situation is correctly.

Improve Bay Street Park maintenance significantly. Clear duck pond and lagoons. Enforce regulations on motorized vehicles, off-trail activities, and leash laws. If we advertise ourselves as "by the Bay" the bay must be attractive, not junky. Thank you.

I'm pleased with the newly installed drainages on 25th Avenue and on Loop 197. p.s. Our City Employees do a very good job.

If T.C. had not charged so much for booths and given it a chance to grow, our First Mondays would have been a success. I know 3 vendors that could not afford the prices for the amt. of people at the time. As usual, we ruined something that could have been eventually very successful because of greed.

I think tent type carports should not be permitted, but permit nice structures to be built all the way out to the street casement property line. We want to keep T.C. pretty, and not let it look like a gypsy camp.

I don't like for my town to be any larger (not a metropolis)

I do NOT want to see "our" Dike look like KEMAH

I believe there should be better animal nuisance control. Loose and stray dogs as well as CATS! Should be treated same & city enforced.

I also feel that we should use more resources to mow & trim around our busy intersections, & parks. We mow a lot but we never trim enough! We also need to mow & clean up all of the alleys in Texas City.

Horticulture "know how" desperately needed in park department. Note dead azaleas (lack of water) at doors of library. Plants at fountain not properly planted - shallow etc!

Help Repair homes of the elderly and poor

Have you ever considered a form of Public Transportation in T.C.---? There are those (especially Sr. Citizens) who do not own cars (or even know how to drive) and T.C. is getting so spread out. There are a lot of people who have to (1) walk or (2) "bum" a ride from someone to even go to the grocery store! Cab Fair is out of the question! Think about it! (Personally, I think something like this is more urgent than your item 11!

Have owners of shopping centers be liable for paving & keeping trash picked up. Also inspect non-food type businesses for cleanliness. If someone visited TC & went to make a purchase (99 cent store) it would not make a good Chamber of Commerce impression.

Gentrification around 5th Ave N and 4th St N

Fix [professionally] street pot holes uneven cracks roadways get all the blind corners bushes cut out don't plant any more tall trees under utilities lines

Enforce the junk vehicle law.

Do not require speed bumps. As to 7 no fee should be collected for use at Dike.

Dike needs to be cleaned (trash picked up) & kept clean. Also Texas Avenue needs to be cleaned & updated.

Dependable Public Transportation, from east to west T.C. - The Mall. Walmart and other Places, that is needful for the citizens.

Dear Mr. Doyle, Please make the leash law in T.C. Stronger us old folks are afraid to take walks in our neighborhood on account of stray dogs; dog catcher won't come when you call. Thanks

Crack down on loud noise coming from cars driving up & down our streets. Crack down on people throwing trash from their vehicles or trash blowing out of pickups and boats.

Continue to put in more sidewalks to keep people off the side of the road walking in traffic!!

Comment: Speed bumps not required. #7 No "fee" for dike usage. Intercity transportation for the needy/people w/disabilities i.e. Island Transit Galveston.

Clean up: Old cars & Trucks that is in people yards & people to clean up their alley. Thank you

Business buildings: If they cost too much to renovated, then they need to be torn down and whatever could be recycled should be kept and recycled - less vacant Buildings IS a good thing for our city - Better look as well as that we do care for our community.

Bring in another Cable system. Time Warner is to expensive! Competition is good and would bring in quality and bring down prices! [name deleted]

Back road entry & exit to Emken Linton funeral Home. Ex: overpass easier route to get in and out. Very difficult to get to use to ?? Poor planning?

An all over Cleaner look to all of Tx. City. Two much litter on streets, etc. Doesn't have an "All American City" look to me.

All the bumps do is punish those of us who drive 1 ton 4 wheel drive or similar vehicles. Write more citations in those areas. No Bumps they beat our vehicles to death. 21. Have you seen the Duck pond area @ Bay Street Park? It's disgusting! Lots of trash & Nutrients swimming w/duck & turtles. Getting back to using more local contractors - NOT FOREIGN no companies who hire illegals.

A plan to add on to the library building should be implemented. There is plenty of adjoining space to build.

A bus system! Going to COM, Mall of Mainland Walmart and palmer

6th Ave & 21st Street intersection needs to be checked. Blind spot House need to be seen

5-9-05 A city public bus service would benefit older citizens who can drive no longer or afford cars and other people without cars. (Connect bus service is always filled up when a person needs to go someplace.) Galveston has good transportation.

4th Ave & 19th St. 6 cars, trailer boat, please check to see if he is running a business out of his home.

22. The 16th Ave. street in front of our houses need to be repaved not patched we do pay our taxes. 23. Please improve city service.

22 at the post office on 21st many times I see people parking on the curve and there is a sign saying no parking and they still park there. I have never seen a police officer give someone a ticket for parking there. Call me if you would like to talk about this problem. [name deleted]

12th Ave between, 23rd & 25th is full of holes & patches. Hasn't been resurfaced since early 1960's and gets all car & truck traffic from former bank & the strip mall on Palmer that is serviced by 18 wheeler trucks. It's hard to keep a vehicle aligned due to rough Avenue. Have asked & asked for help to no avail. Why? Old neighborhood?

1. Park on Bay Street - when walking the paths - see to many rats. 2. Dyke needs to be cleaner. I've seen dirty diapers on ground & trash especially after the weekend!

1. Encourage residents to remove trailers, boats, motor homes, dead cars from streets and driveways in all neighborhoods. (Store somewhere else?) 2. Educate residents - once again- about trash pick-up rules and maybe issue fines. Only yard materials - tree limbs, etc. in front yard curbs - not furniture, tires, building materials (sometimes this trash is in street for months) 3. Install 'old fashion' street lights from 6th street to Bay St. on 9th Avenue - we supposedly have these - they have never been installed. More tourists would see these than anything on 6th Street.

1. Annex more land for Texas City's Growth. 2. Work harder to attract a variety of different kinds of Businesses. 3. Promote Texas City as a great place to live like never before.

(1) Fix 29th St. and all the bumps in the city streets. (2) The main streets need to have all the stripping repainted. This would help the senior drivers on the road by helping them see the lanes better. [name deleted]

#6 There has been a history of NOISE pollution in West T.C. loud car music; control and contain, and find. #13 Traffic on Amburn Road routinely & daily vehicles are doing 50-60- mph in a 30 mph zone. Not speed bumps, ticket offenders. #14 I would much rather each child received individual attention than a group has a certain rating. Thank you for this participation. [name deleted]

#5 This is very important. There are so many pot holes - Some streets are so bad one has to dodge them or gradually it ruins the balance of your car. The HEB & etc should be a priority - make the businesses or city take care of it.

#1 Objective: taking care of what we already have. Facilities clean streets in city entrances, Century Blvd. Monticello. Have city wide cleanup if necessary. Maintaining our beautiful city as such. Thanks

Clean this place up, mow grass on Hwy 146, why are there lots of police cars sitting at the station?

Heavy trash collection should occur more often, (at least twice a year) and be announced two weeks in advance.

Help ALL OF US with these skyrocketing property taxes!

I believe that a fee should be imposed on those who use the T.C. Dyke and an annual permit for residents of Texas City. The rowdiness of many who visit the Dyke along with the trash strewn about is what is keeping ...

I believe that it very important that all areas of the city be cleaned up and not look like a garbage dump. This includes the industrial areas as well as residential neighborhoods. Texas City stores need to be cal...

I believe that the dike can be clean and stay clean by enlisting high school seniors, that are driving golf carts on the dike with trash bags, that they hand out to visitors so they can pick up their debris

I can't stand when people park their cars in their yards. Too bad we can't develop something with the drainage canals. Wouldn't it be cool, too have some type of water taxi from here to Kemah or Dike or Galveston. T...

I do not think you should allow car washes to be installed adjacent to a house!!!

I think there should be specific dates and times displayed on street signs for when the street sweepers come that way there would be no vehicles in the streets and a yard not cleaned because of it.

If money can't be saved in each and every department in our city, personnel should be reduced, and that means in the fire department and police department (every department, every year).

I'm afraid clean up the old neighborhoods means "tear down". How about we go in and use tax payer money to renovate the neighborhoods.

In order to help most of these needs become a reality, the city should consider hiring a marketing PR person from the area to promote our city to the rest of the state and the US.

In residential areas in cul-de-sacs the curbs need to be put back, the drainage is failing! when asked about this we were told they don't do this but yet we still pay these taxes.....the city should enforce something ...

Local government should respect the rank and file members in our Fire Departments when they have legitimate reason to criticize their bosses.

Make a day for city wide "clean up"

Make residences remove all basketball goals from city streets and place them on their property.

New Housing Developments

Oversight of Cable company and Utilities is extremely poor. The cable company is not required have a phone where one can talk to a person to get disputes resolved and a letter to the city about the problem gets no ...

Parks Dept. People should have a full 8 hrs. Schedule instead of driving around and wasting tax money.

Public transportation system is needed.

Some one needs to check the U.S. flags at the school/parks/ city building. I'm getting a little tired of calling the city about it!!!!

T.C. should generally clean up, the city in general is just trashy looking.

Taxpayers' complaints should be acted upon or at least written reason why and what other steps could be taken for neighborhood upgrades and regular maintenance.

The biggest and first eyesore anyone sees as they come into TC is the trash and waist high grass/weeds on all four corners of intersection 1764 and 146. An "All-American City" should keep this first impression area ...

The City's website sucks. It is very difficult to navigate...where in the hell is HR???????????????

The cutting trees-cleaning up the city would be nice.

The garbage collecting company has never done as good a job at its collections as when the city used to do it. I have never been satisfied with the way they leave the allies furthered trashed with the waste they a ...

The streets need to be marked and signed so everyone knows which lane to turn from. It is very confusing on the new constructed streets that are not marked. Also it would be less confusing to make the turn lanes un...

The survey covers our needs well. Thanks.

There should be better service when we loose our power, that service is VERY POOR!!!!!! My family and I are very disappointed with the Center point!!!!

Vacant housing should be cleaned up throughout the city.

We are weekend visitors to Texas City, and are considering moving to one of the upcoming developments on Moses Lake. The city has a tremendous UNREALIZED potential. Unfortunately, some of the neighborhoods look ve...

We need more streets along our streets. Many streets are very dark.

we need some type of bus service

We need to make plans to add on to the library building.

This poll is to sucker us taxpayers into a tax increase for schools. Define somewhat & pretty....you dropouts. #6 give T.C. Police more tax dollars, not schools. #8 what are you all on? #13 Not just on the streets the Doyle's live on. How many bond dollars did that cost us T.C. folks??? Big Bucks!

Community Survey Comments – Infrastructure

Table 17 - Community Survey Comments – Infrastructure

Water and sewer lines in some of the older neighborhoods need replacing we don't have enough water pressure

Water & sewer services should be installed in north Texas City I.E. Humble camp Hughes Rd.

Unnecessary flooding due to ditches not being graded properly or cleaned out on the west side of town

The upkeep of the streets in the older neighborhoods should be a priority, just like the newer one= my street is an older one!

Texas City should begin to improve all streets, not those in certain areas. To begin to market our city you need to improve older neighborhood. Then maybe campaign throughout the state. Fix what's already wrong.

Texas City needs better roads! I think we should look at all roads and fix them if they are in need of repair. And don't black top them, fix them right.

Some of the curbs are bad shape need repairs

SIDEWALKS! Not everyone can afford a car. Sidewalks offer a cheap form of transportation: it is very enjoyable to walk without the danger of sharing the road with a car, and walking is great exercise. I see many people walking at night returning from College of Mainland to Apartments/houses near Buttonwood. Very hard to see pedestrians at night. Please consider building a sidewalk here and other places. (map drawn)

Sewers should be cleaned out Regularly to avoid flooding streets. You are doing a great job in Mosquito control and Brush pick up. [name deleted]

Road improvement definitely are needed without speed bumper

repave the retail parking lots or at least the roads at 21st St. & Palmer (between HEB & U.S. Post Office)

Our roads need Help go by 16th Ave and 13st. It's a 4 way stop - by the mail box!

Concentrate primarily on infrastructure. The infiltration of the sewer lines in TC is deplorable. The lines are very old and in need of replacing not patching. The lift stations need to be upgraded badly. The streets in town will knock your vehicle out of alignment. Keep the city from backing up, flooding and good roads to drive on and the other issues will fall into place like dominoes. Thank you p.s. I know a little about this as I worked in that dept. for 27 years.

13. more road improvements, but no speed bumps

Add free WIFI to the alarm towers, make industry pay the already low costs against speed bumps

Continue to focus on flood control...clean up bay street parks more often, they're disgraceful, especially the duck ponds...maybe we could ask groups (churches, scouts etc. to get involved in a "clean up weekend". ...

Continue with beautification of the area and spruce up 6th street more.

Faster response of pothole repair after rainy weather.

Get rid of ditches on streets

I think that our roads need lots of improvement but I don't think speed bumps are necessary. I would also like to say that the speed limits on 1764, after crossing 146 heading for IH 45 seem strange to me. There [are...]

Improve infrastructure and attract commercial development along the 1764 and I 45 corridors

local match to access federal and state dollars to expand/enhance public transportation and other available resources; increase/encourage community participation of all residents; improve utilization of local [emergency...]

No speed bumps!

On #13, I agree that street and road improvements should be made, but, please no more speed bumps!

Resources and emphasis should be on improving existing infrastructure, safety, and quality of life issues before expending effort and resources (increased taxes) on marketing projects and attracting new businesses...

Speed bumps should also be put in residential areas to protect children from cars that speed through those neighborhoods. These children either have to walk to a bus stop or they walk or ride their bicycles to [school...]

Street Repairs

Synchronize traffic signals on 9th Ave/Palmer to a posted speed

Hard to disagree w/ most statements. Not sure what "improved quality" in our schools is referenced. We do not compete academically w/ our rich neighbors to the north. #13 addresses road improvements, all for it,...

Community Survey Comments – Development

Table 18 - Community Survey Comments – Development

You've completely ignored the old down area. The city committed to revitalizing it 10 years ago, encouraging business owners to buy property & locate businesses there. After a few abortive and ill-conceived efforts...

Your survey should have been user friendly - return envelope etc. TC is dead as far as nice businesses. I have to go to League City or 146 for clothes, shoes etc. Our mall is going fast.

Why doesn't T.C. have more grocery stores & retail businesses besides Dollar Stores?

We need another nice grocery store & dry good store in the older part of the city.

We need a sporting goods store & recreational activities for teenagers a department store inside 146 and a cafeteria east of 146 with a meeting room.

Take those stupid discount stores out of our town. They make our town look bad.

T.C. needs more entertainment it is really dead. I have thought of moving away - I've lived here all my life - I remember the great T.C. long ago.

Recent visitors to my home have commented on the amount of Churches & dollar stores our town has, yet not much else in our shopping centers!

Put efforts into mall and Kasgin Area of Town. Not Good to have big box stores vacant at Entrance of Town.

Patio Homes should be built.

No more Dollar Stores there are 22 stores. Make owner of parking lot at HEB P.O. etc. paved it you could lose a car on it. (Note attached to survey)

Needs cafeteria so I don't have to go to Baybrook or Galveston. Furr's Luby's Picadilly, Teyatis; bring Teyatis back Thank you

Need more stores on Palmer Hwy like Target & clothing & retail.

Need improvements in downtown area. Need to get Texas City citizens to support Texas City.

Moses Lake Area - Extent utilities to help Development

More markets for giant businesses, Insurance, oil, retail, seafood, entertainment, 10 story buildings, will bring more people, more taxes to Texas City!!! P.s. Would like a response on my survey, Thank you! [name deleted]

Market high tech jobs develop more water front properties

I would really like to see a sporting goods store & a department store East of 146 and no more dollar stores! We need jobs to keep our young people here. We need a cafeteria too!

I would like see more quality restaurants well known ones, not individual own ones etc. chains

I think it's important to find boutique stores to occupy our empty buildings where K-Mart, and other retail businesses were. We can't "shop at home" cause there's no place to shop but dollar stores-

Gateway to the City should be developed/planned to built off I-45/146 etc. in the form of Archway or something similar.

Find something to replace K-Mart & Wall-Mart. We need a closer place to shop. Find something for Albertson's building. Schools do need to improve discipline and back teachers.

Dike to be updated to bring in NEW business and attract tourist - more police officers are needed and firemen.

Build a Marina in Moses Lake to Attract both young and older affluent adults.

Bring in some nice eating establishments such as a cafeteria. Bring in some clothing stores.

Attract eateries that aren't fast food.

A nice restaurant located in the city. A home town newspaper

A nice restaurant closer in town - a Tex City paper

20 is great! I'm 58 & do not enjoy going all the way to wal-mart. Bring back a wal-mart or K-Mart clothing stores. I hate going all the way to the Mall!! TC is becoming a ghost town.

A Plan for addressing large discount companies that abandon buildings after receiving tax incentives

Attract businesses to old Wal-Mart Tract and other shut down buildings.

Attract eateries at dike, like San Leon area.

Bigger retail business definitely needed. More variety type restaurants needed.

Bull Doze Old Down Town, Re-Build as Professional Business Park, for lawyers, engineering firms to support Industry.

Clean up the business that we do have (h.e.b) and please bring back more department stores so we don't have to go to another city just to get milk because the nearest store is trash. Also give our children somewhere ...

Concentrate on bringing in more businesses to Texas City and making it a safer place to live.

Driving around the older sections of town, particularly the 'Chelsea' area, you see so many homes that are beyond repair and really be torn down. This is such a eyesore.

empty commercial building

Enforce the laws against loud vehicular music; Promote business with local vendors- they are employers for our teenage youth!

I really feel that we should have more restaurants

I think we have way too many Dollar Stores for one thing. We need more elite retail businesses and we need to make Palmer Hwy more attractive as people come. It seems like all you can see when you get to Palmer is ...

I think we should work on getting more business in Texas City that would bring in more money for the schools district.

I think more restaurants should be opened and more stores as well. You should have more funds for the schools and a life skills program within the schools. More should be done about air quality and job shortage [in...]

I would suggest bringing in stores along the lines of Marshall's, Mervyn's, Ross, Anna's Linens. Stores that will keep shoppers in Texas City. I'm tired of seeing the same thing every time I got to Mall of the Main...

In general I think the overall appearance of Texas City needs to be updated and improved. We have old buildings and streets. We need more variety in our city as far as shopping, restaurants and entertainment. The is...

In relation to item 20 a good quality grocery store with a large capacity and fair pricing so as to be competitive with what is already here. It should be located east of hi-way 146. The current HEB is just too trash...

More supermarkets need to be attracted as well as restaurants catering to younger people (Bennigans, Applebys, etc). Also if promoting a positive image to attract people, target young families. However, necessary...

more upper-middle class neighborhoods as soon as possible, much stronger codes for the esthetic appearance of commercial buildings

Old buildings need renovation, empty buildings need to be used, More street lights in parks and on residential streets. Lower property taxes.

Older unoccupied buildings should be condemned and torn down if in poor repair.

Tear down old 6th Street and promote and develop into a Professional Business Park for lawyers, engineering firms to support industry.

Texas City needs a decent cafeteria, like Luby's. Need to attract more stores for shopping. Another grocery store besides Kroger.

Texas City should place a moratorium on metal buildings to enhance the overall image of our community. Underground utilities, curb and cutter throughout T C to improve the appearance of our entire city. Vacant [buildings...]

The number of dollar stores in Texas City is unheard of. If the city wants to keep a younger generation here to live, work and play, the young adult age group should be targeted and considered when decisions are m...

We do not need speed bumps. We need someone who will get out and attract business to Texas City.

We have enough \$ stores along with too many empty buildings. It appears we are being over run with rent houses. Texas City needs a facelift again. Mayor Doyle made me proud to say I lived in Texas City; this was...

We need better stores, so people don't shop out of town. Major Retailers, Cleaner Grocery, Name Brand

WE NEED MORE THAN ONE MAJOR GROCERY MARKET IN TEXAS CITY PROPER

You've completely ignored the old down area. The city committed to revitalizing it 10 years ago, encouraging business owners to buy property & locate businesses there. After a few abortive and ill-conceived efforts...

Work to keep and expand the industry we have.

#1 If feasible

Appendix F – Forum Survey Templates

Forum Survey – Schools

**Texas City GOALS 100 Planning Committee
Forum Meeting: Schools Top 10%
Questionnaire**

1. THE RATING OF TEXAS CITY ISD SCHOOLS IS AN IMPORTANT ISSUE.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

2. TEACHER DISCIPLINE AND AUTHORITY IS AN ISSUE IN THE SCHOOLS.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

3. PARENTAL COMMUNITY INVOLVEMENT SHOULD BE ENCOURAGED.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

4. TEXAS CITY SCHOOLS SHOULD HAVE A STANDARDIZED DRESS CODE FOR THE STUDENTS.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

5. IT IS IMPORTANT TO PROMOTE AWARENESS OF THE VOCATIONAL CURRICULUM IN TEXAS CITY HIGH SCHOOL.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

Forum Survey – Public Safety

**Texas City GOALS 100 Planning Committee
Forum Meeting: Public Safety
Questionnaire**

1. THERE IS ENOUGH POLICE PRESENCE IN CERTAIN AREAS.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

2. THE CITY-SPONSORED EMERGENCY MEDICAL TECHNICIAN PROGRAM NEEDS TO BE PRIVATIZED.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

3. THE RESPONSE TIME IS ADEQUATE TO EMERGENCY SITUATIONS.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

4. NEIGHBORHOOD WATCH PROGRAMS SHOULD BE CREATED OR ENHANCED.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

5. TEXAS CITY SHOULD SUPPORT FUNDING OF GRANT PROPOSALS.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

6. POLICE AND OTHER PUBLIC SERVANTS NEED AN INCREASE IN SALARY AND BENEFITS.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

Forum Survey – New Business

**Texas City GOALS 100 Planning Committee
Forum Meeting: New Business
Questionnaire**

1. NEW ECONOMIC INCENTIVES SHOULD BE CREATED TO HELP BUSINESSES OCCUPY EMPTY BUILDINGS.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

2. COMMUNITY NEEDS SHOULD BE ASSESSED TO DETERMINE WHAT COULD BE OFFERED TO NEW BUSINESSES.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

3. IT IS IMPORTANT THAT CERTAIN AREAS BE TARGETED AND PRIORITIZED FOR DEVELOPMENT.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

4. THE STRENGTHS OF TEXAS CITY SHOULD BE MARKETED.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

5. A MASTER DEVELOPMENT PLAN SHOULD BE CREATED.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

Forum Survey – Community Involvement

**Texas City GOALS 100 Planning Committee
Forum Meeting: Community Involvement
Questionnaire**

1. IT IMPORTANT TO HAVE COMMUNITY INVOLVEMENT IN TEXAS CITY.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

2. IT IS IMPORTANT TO HAVE INVOLVMENT FROM A BROAD RANGE OF CITIZENS.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

3. TEXAS CITY SHOULD IDENTIFY AND INVOLVE YOUNG ADULT LEADERS IN THE COMMUNITY.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

4. ALL INTERESTED INDIVIDUALS SHOULD BE ASKED TO SERVE ON CITY BOARDS AND COMMITTEES.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

5. TEXAS CITY SHOULD HOLD AN ANNUAL MULTICULTURAL FESTIVAL OR EVENTS.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

Forum Survey – City Image

**Texas City GOALS 100 Planning Committee
Forum Meeting: City Image
Questionnaire**

1. THE IMAGE OF TEXAS CITY IS IMPORTANT TO OUR RESIDENTS.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

2. THE TEXAS CITY DIKE IS AN IMPORTANT RESOURCE TO TEXAS CITY.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

3. TEXAS CITY SHOULD HAVE A SOLID MARKETING PLAN FOR FUTURE GROWTH AND DEVELOPMENT.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

4. TEXAS CITY SHOULD USE PUBLIC RELATIONS EXPERTS TO DEVELOP AND COORDINATE IMPLEMENTATION OF A MARKETING PLAN.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

5. THE CITY SHOULD DEVELOP CREATIVE TAX INCENTIVE PLANS FOR BUSINESSES.

STRONGLY AGREE AGREE SOMEWHAT AGREE DISAGREE DON'T KNOW

Appendix G – How to Read the Forum Data

Forum Participation and Demographics

By any measure, the participation in the various forums must be viewed as statistically unrepresentative of the entire Texas City community. However, interpreted appropriately, these data can still provide valuable insight to the *Goals 100* Planning Committee in the process of setting community priorities in anticipation of its 100th anniversary.

The weakness of demographic sensitivity characteristic of the *Goals 100* Priorities Survey has been somewhat addressed in these forums. Each forum can be viewed as representing an interested segment of the Texas City community. Comparison of their responses to particular issue statements and their ranking of specific issue statements can assist the *Goals 100* Planning Committee in gauging how broad is the support for specific action among its various constituencies. However, the results should be viewed as indicative and tentative until further, more detailed study can be conducted.

In addition to analysis of individual forum responses, these data have been compiled to display the composite responses of all forums on a particular issue was also prepared in a manner identical to that of the individual forum results. Because the number of participants represented in the composite analysis is somewhat greater (though still short of what might be considered "statistically significant"), stronger conclusions can be drawn from these data.

How To Read the Forum Results

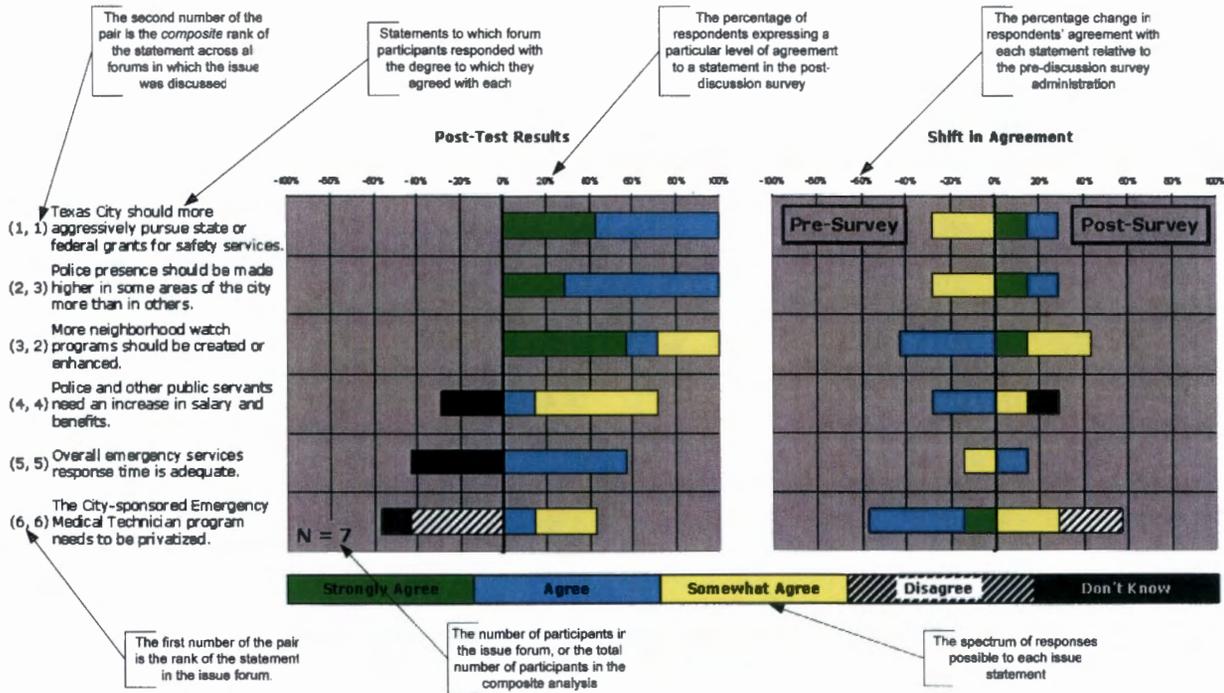
For each issue discussed in each forum (indicated by check marks in Table 3) two graphics were prepared:

- The distribution of agreement responses to each question administered *after* the issue discussion session (entitled "Post-Test Results")
- The distribution of *changes* in participant response to each of the survey questions as a result of the issue discussion session (entitled "Change From Pre-Test Results")

These graphics were also prepared for data representing the composite responses of all forums on a particular complex issue. Figure 11 exhibits an example of the forum result graphics produced in the course of the data analyses. With the single exception of the question ranking data (composite only), the composite result graphics are identical in form and content.

The following sections identify and explain the features of each type of graphic.

Figure 11 - Forum Result Graphics



Post-Test Results Graphic

Because of the limited participation in the forums, care must be taken to avoid drawing firm conclusions from the test result data. This graphic serves primarily to provide a visualization of the data enabling the viewer to more easily grasp the relative prioritization of the component issues, the range of participant responses, and the relative distribution of those responses.

Because the Post-Test Results bar charts display the relative proportion of the forum participants' responses to each statement, the sum of those proportions (percentages) will always equal unity (100%).

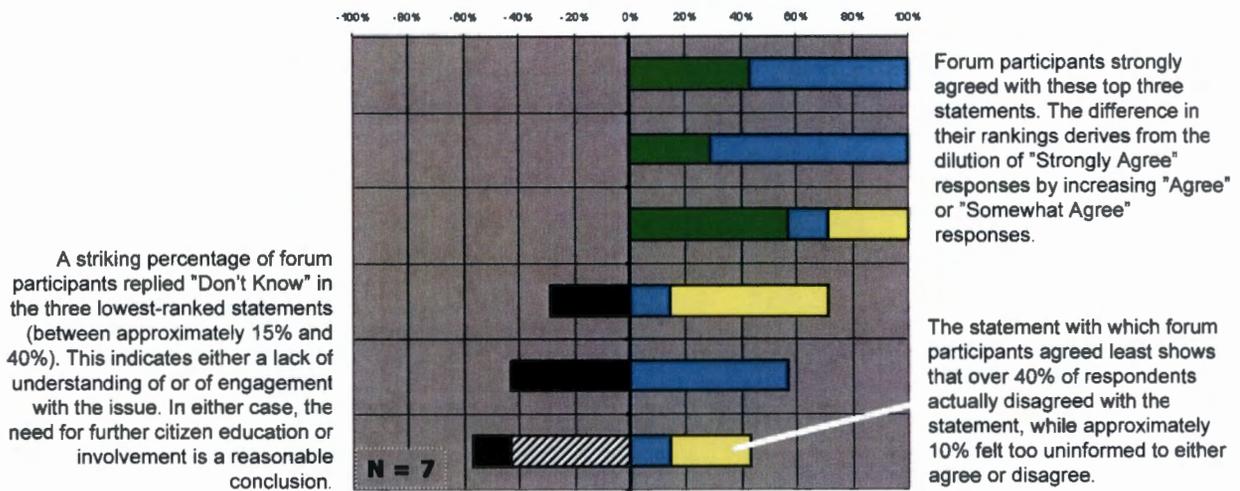
In order to enable the reader to more easily assess the extent of forum agreement with a particular issue statement, degrees of agreement ("Strongly Agree," "Agree," and "Somewhat Agree") are plotted to the right (positive side) of the vertical, zero-percent axis. "Disagree" and "Don't Know" responses are plotted to the left (negative side) of the zero-percent axis.

The questions were ranked by a normalized weighting of the agreement responses. "Strongly Agree" received the highest weighting ("5"); "Don't Know" received the lowest weighting ("1"). The weighted responses were then summed and normalized by the number

of respondents. The statement receiving the largest normalized rating appears at the top of the bar chart; the statement with the lowest rating appears at the bottom of the chart.

One may wonder why the third-ranked statement ("More neighborhood watch programs ...") was not top-ranked (after all, it has a greater percentage of "Strongly Agree" responses). Note, however, the two top-ranked statement have a significantly higher proportion of "Agree" responses, while the third-ranked statement also as a portion of "Somewhat Agree" responses. Figure 12 provides more insight into reading these data.

Figure 12 - How To Read "Post-Test Results" Data



In general, one may conclude from the data presented in the left-hand graphic in Figure 11 that:

- Seven persons participated in this particular forum (N = 7).
- The forum participants agreed more strongly with the first three statements, mainly strongly agreeing or agreeing. This result was consistent with the prioritization (agreement) of the composite group. The forum ranking of these statements (1, 2, 3) compares favorably with the composite ranking of these statements (1, 3, 2).
- The forum participants were more ambivalent and divided about the final three statements (the only ones about which they disagreed or withheld agreement); this was consistent with composite data. The forum ranking of these statements (4, 5, 6) is identical to the composite ranking of these statements (4, 5, 6).
- As a result, the prioritization of the issue statements by this group can be viewed as "characteristic" of the population represented by the combined forum participants.

These data can be used to help the City of Texas City prioritize steps to be taken in addressing what it perceives to be a number of complex issues facing the City over the next ten years.

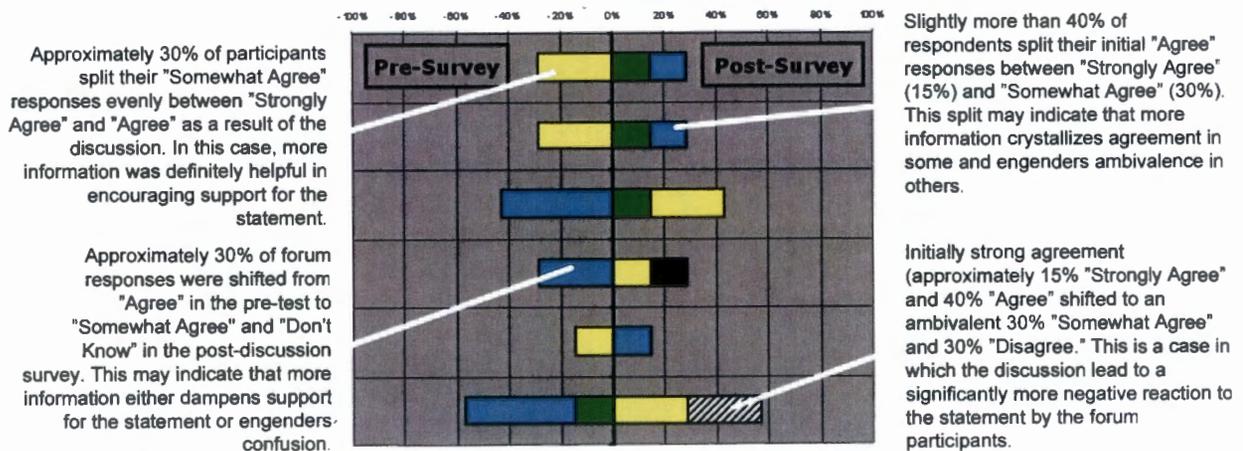
Change From Pre-Test Results Graphic

Instead of presenting explicit post-discussion survey results, the right-hand graphic in Figure 11 displays the *change* in agreement following the facilitated discussion of the forum issue. As a result, one is able to visually identify those statements about which forum participants were relatively decided as opposed to those about which they were amenable to discursive persuasion. (A data bar in this graphic corresponds to the statement and post-test data bar directly to its left.)

The right (positive) half of the bar chart displays responses that increased as a result of the forum discussion; the left (negative) half of the chart displays responses that decreased as a result of the discussion. If the number of responses for a specific question is identical on both surveys, the proportion of responses that decrease will equal the proportion of responses that increase, although they may be differently distributed across the agreement options.⁵

Figure 13 provides further insight into reading these data.

Figure 13 - How To Read "Change From Pre-Test Results" Data



⁵ In some forums, the number of respondents to particular statements changed from pre-discussion to post-discussion surveys. In these instances, the bar chart may appear lop-sided as the numbers (and, therefore, the proportions) of before and after responses may differ.

A smaller overall proportion of changed responses (i.e. the narrower the bar), the less susceptible to persuasion as a result of facilitated discussion were the forum participants. For example, the fifth-ranked statement in Figure 11 shows less than a 20% swing in agreement (in this case, to "Agree" from "Somewhat Agree"). Meanwhile, the sixth-ranked statement demonstrates a nearly 60% change, though in this case, the sentiment swung toward *less* agreement with the statement (to "Somewhat Agree" and "Disagree" from "Strongly Agree" and "Agree").

The opposite swings in agreement for these two statements indicates that additional information can result in significant changes in participant opinion. (No data was gathered regarding the content of the discussions or the degree to which peer pressure may have played a role in influencing participant agreement with particular statements.) One may reasonably conclude that further research into and discussion of these dimensions of the complex issues is warranted. To the extent that these results are representative of overall citizen sentiment, one may also conclude that those statements with relatively "stable" agreement responses are "settled."

Differences in Forum and Composite Statement Ranks

Comparison of the forum statement ranking with the composite ranking of the same statement can also shed light on the magnitude of the difference of sentiment between the sub-population represented in a forum and the general population represented by the composite data. Examination of the ordered ranking pairs to the left of the statements in Figure 14 may lead to a better understanding of which issues are "unsettled" when viewed over various community groups.

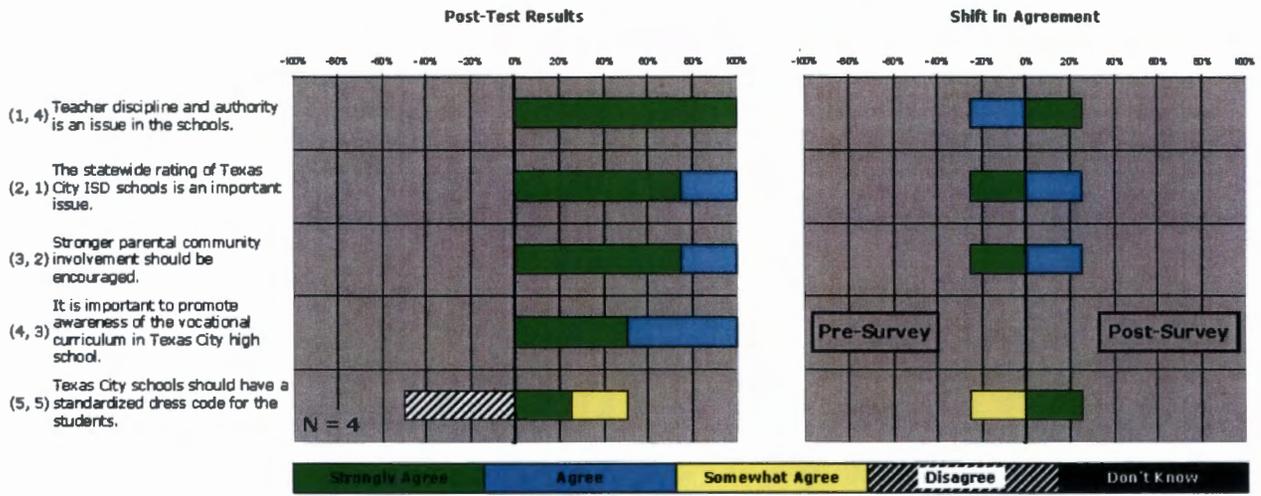
The statement that garnered the most agreement in the forum was "Teacher discipline and authority is an issue in the schools." This statement lies at the top of the graphic and is indicated by the "1" in the ordered pair "(1,4)." As indicated by the second number ("4") in the ordered pair, though, this same statement ranked fourth out of the five statements in agreement across all the forums. In spite of the arguable lack of statistically significant numbers of forum participants, this difference in statement ranking may be significant of a split in sentiment between this forum cohort and the general population.

Compare the first statement in Figure 14 with the fifth, and last, one: "Texas City schools should have a standardized dress code for the students." The ordered ranking pair to the left of the statement, "(5,5)", indicates that this statement ranked lowest in agreement in

both forum and also in the composite data. This would indicate general unanimity among the populous regarding the (low) prioritization of this issue.

The middle three statements have ordered ranking pairs that are only one place apart. Given the low number of participants in any given forum, one may conclude that the difference between forum and composite prioritizations of the related issue is small.

Figure 14 - Comparison of Forum-Composite Statement Rankings



In general, however, one can posit that if the difference between the ranking of a statement in a forum and its ranking in the composite data is greater than *one place* (an arbitrary, but not unreasonable choice), there may be a split in the community over the issue embodied by the statement. Such a difference may indicate that more negotiation among the differing groups may be necessary to reach a sustainable agreement on the matter.

The Role of Forum Data in the Goals 100 Process

Together with the community survey data, the more limited forum data can be used to help the Goals 100 Planning Committee prioritize initiatives and resource allocations as well as assign responsibility for aspects of the "complex" issues. In addition to identifying those issue statements on which there is broad community agreement, aspects of these issues about which there is resistance or insufficient understanding can also be identified.

In the following pages, individual and composite forum response data is presented in the graphical formats discussed above. In addition, preliminary observations are made about each of the data sets. These are not intended to be definitive interpretations of the data. As indicated above, the participation rates in these forums were too low to produce statistically

conclusive data. However, broad analysis of response distributions and the changes resulting from inter-test discussions can provide some insight into community preferences with respect to these issues.

Appendix H – Community Forum Results

Community Forums – Schools

Figure 15 - Community Forum: Schools

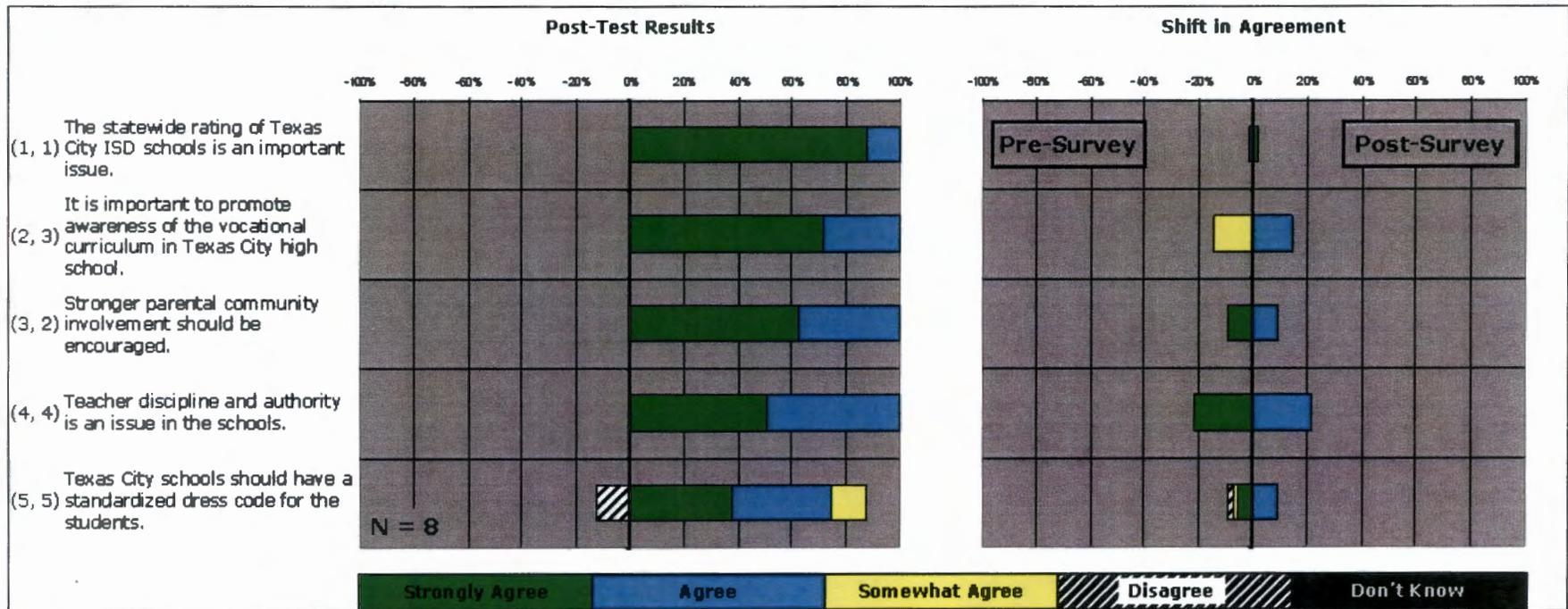


Figure 16 - Youth Forum: Schools

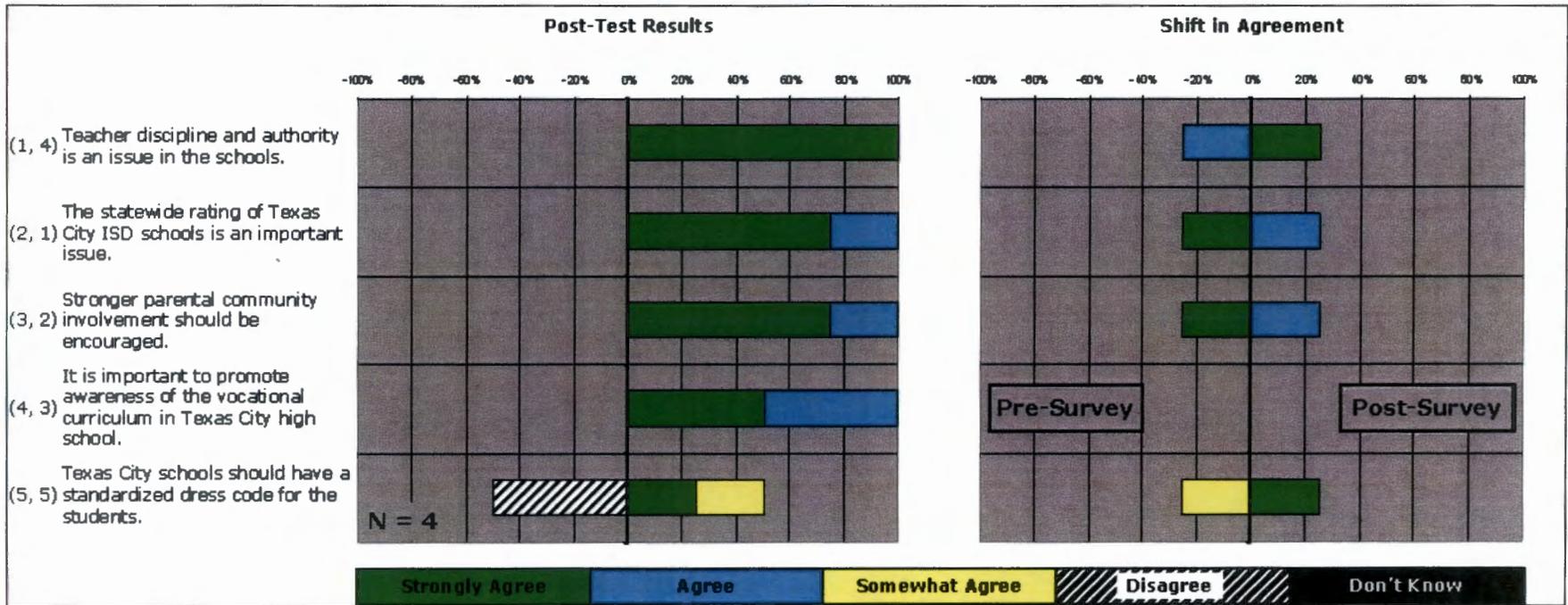
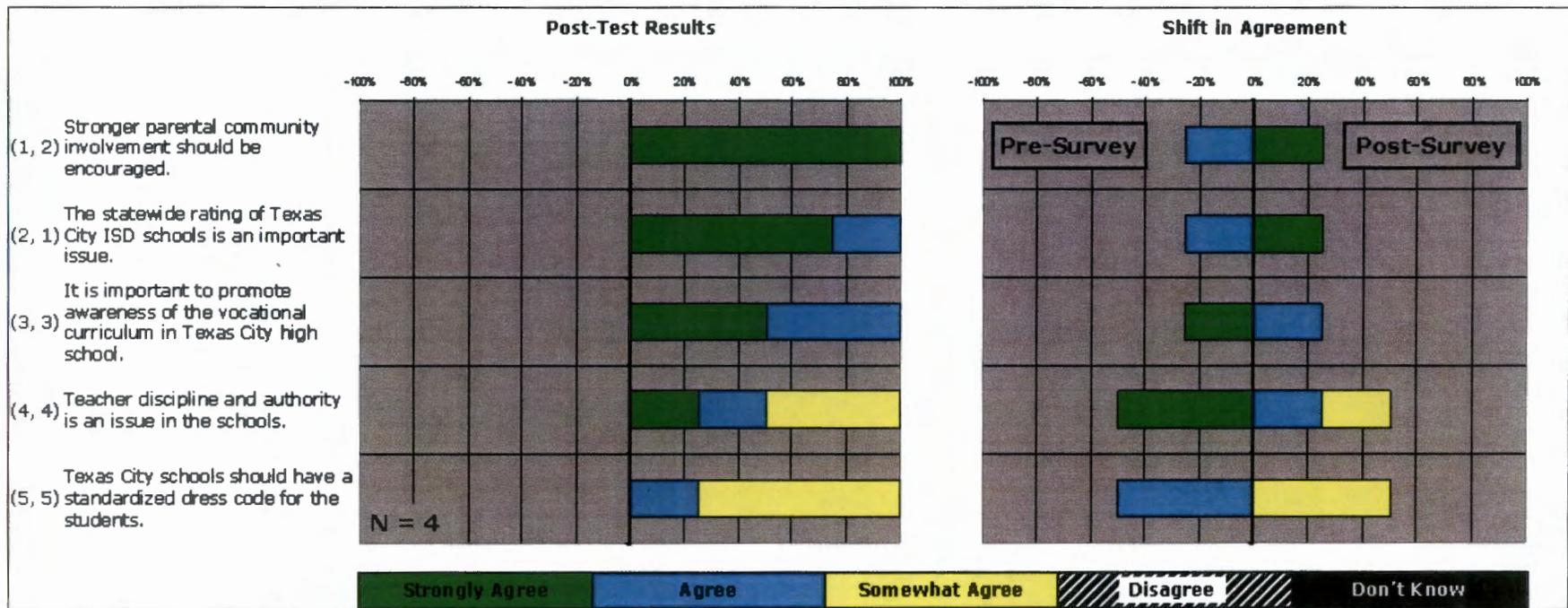


Figure 17 - LULAC Forum: Schools



Community Forums – Public Safety

Figure 18 - Community Forum: Public Safety

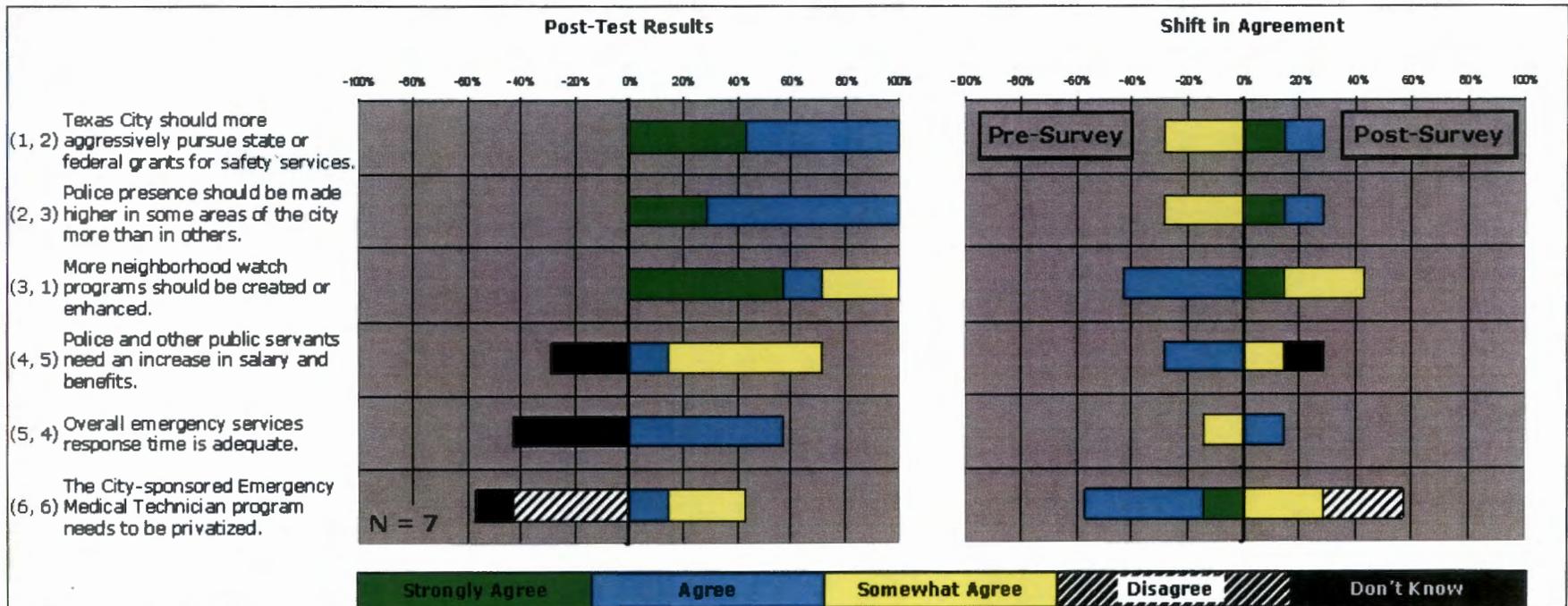


Figure 19 - Ministers Alliance Forum: Public Safety

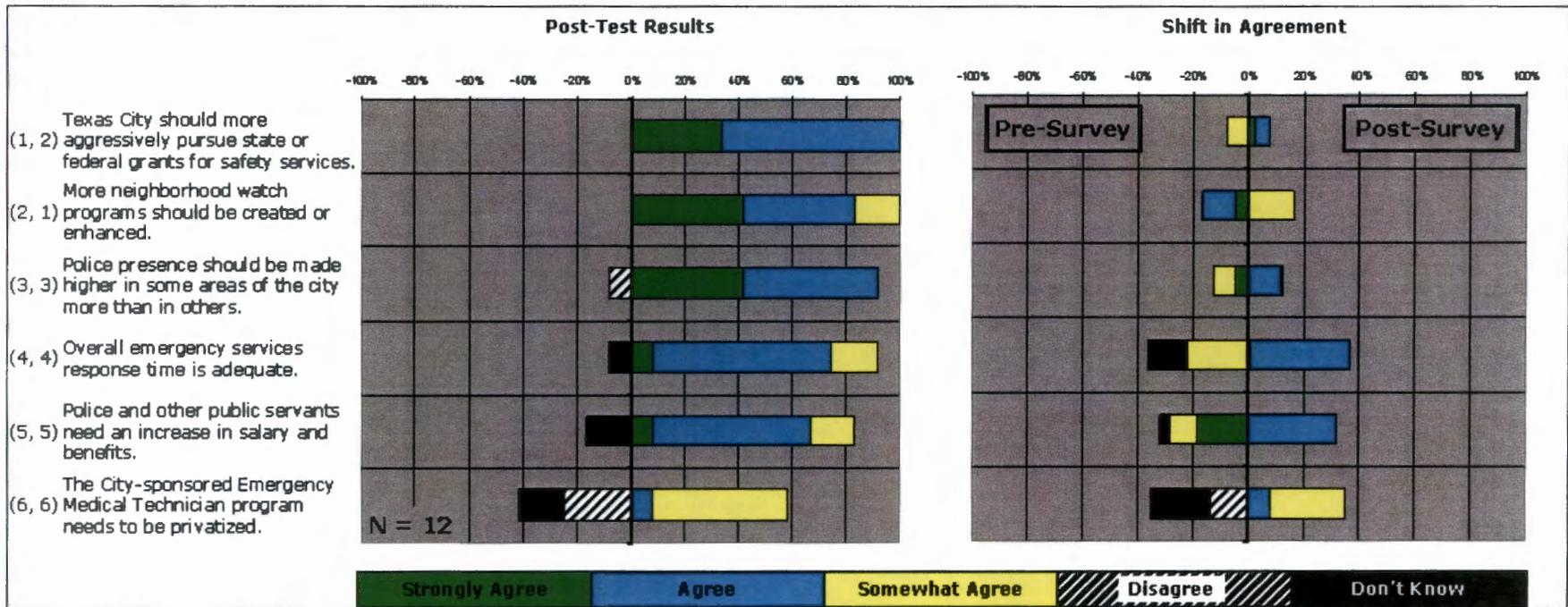


Figure 20 - Youth Forum: Public Safety

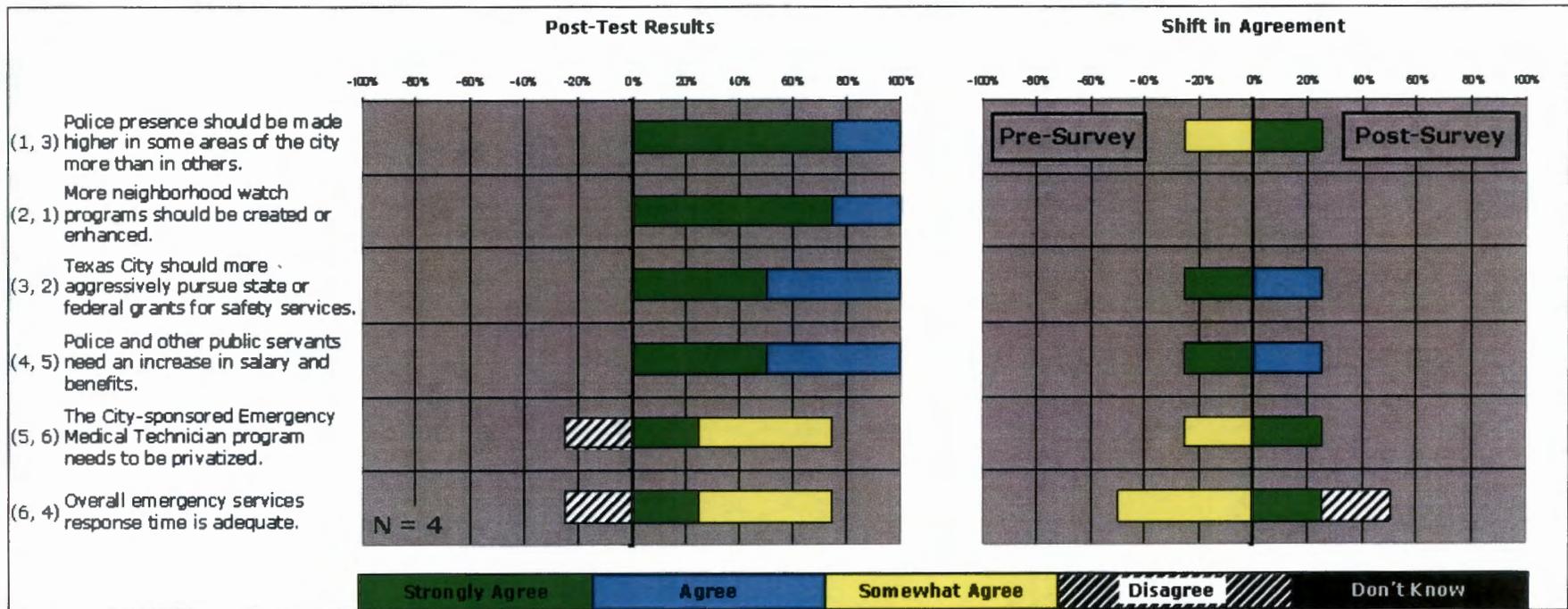
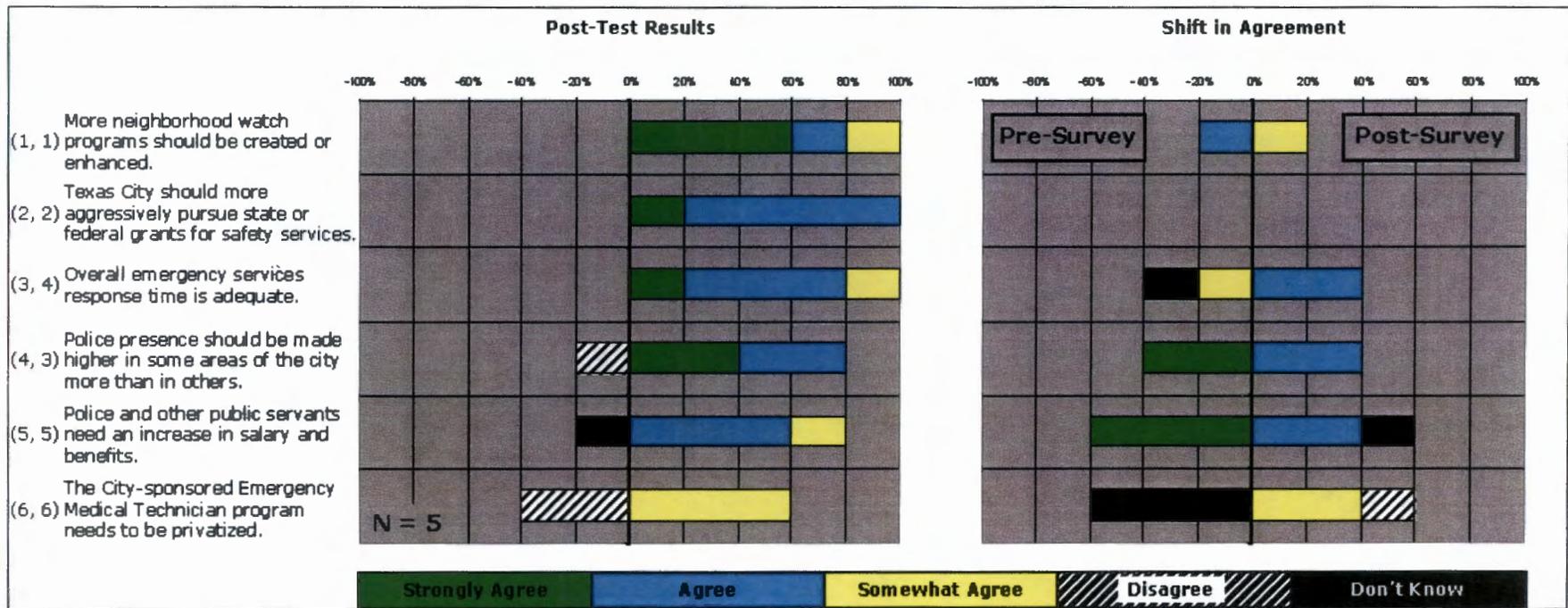


Figure 21 - BP Employee Forum: Public Safety



Community Forums – New Business

Figure 22 - Community Forum: New Business

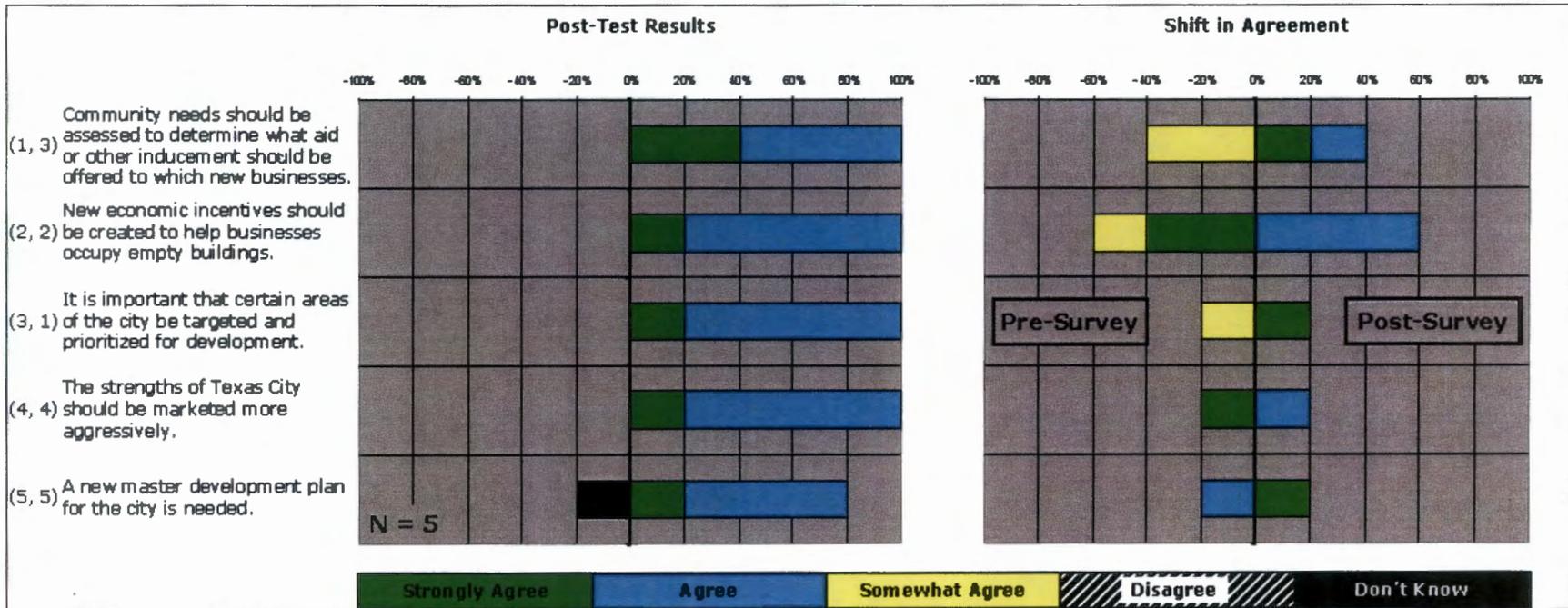


Figure 23 - Ministers Alliance Forum: New Business

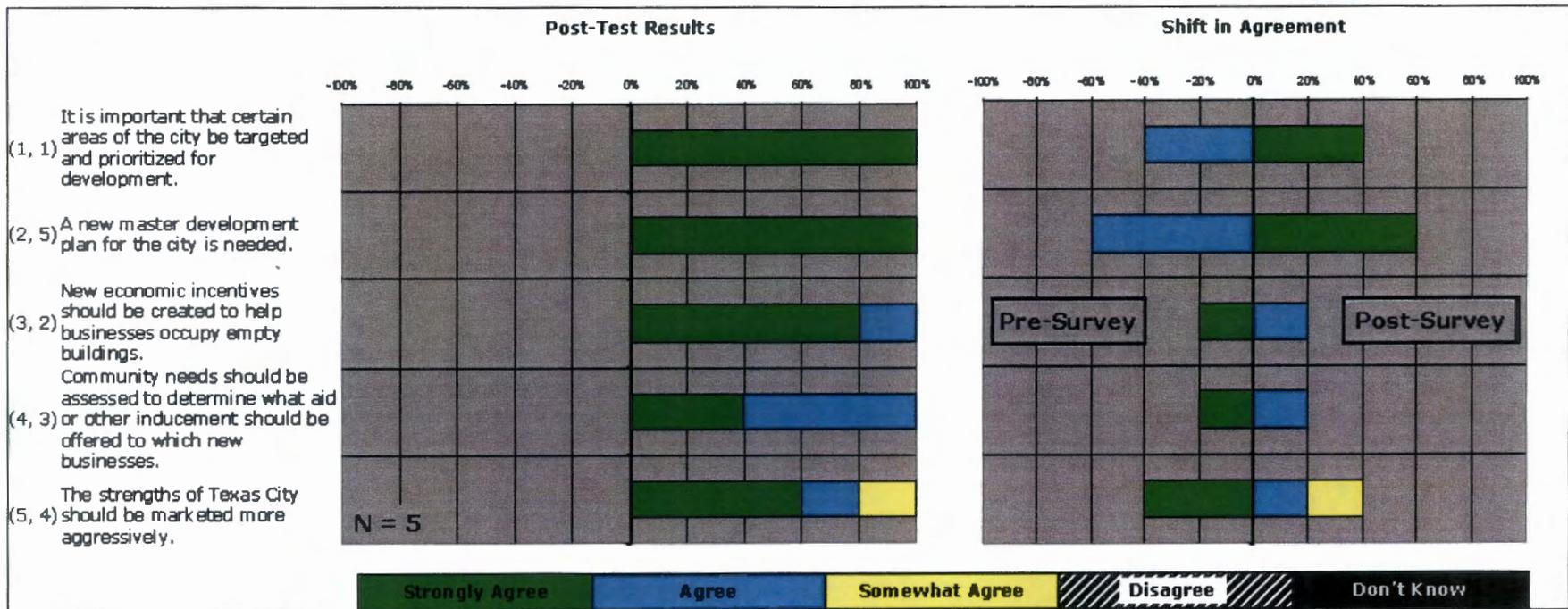


Figure 24 - Youth Forum: New Business

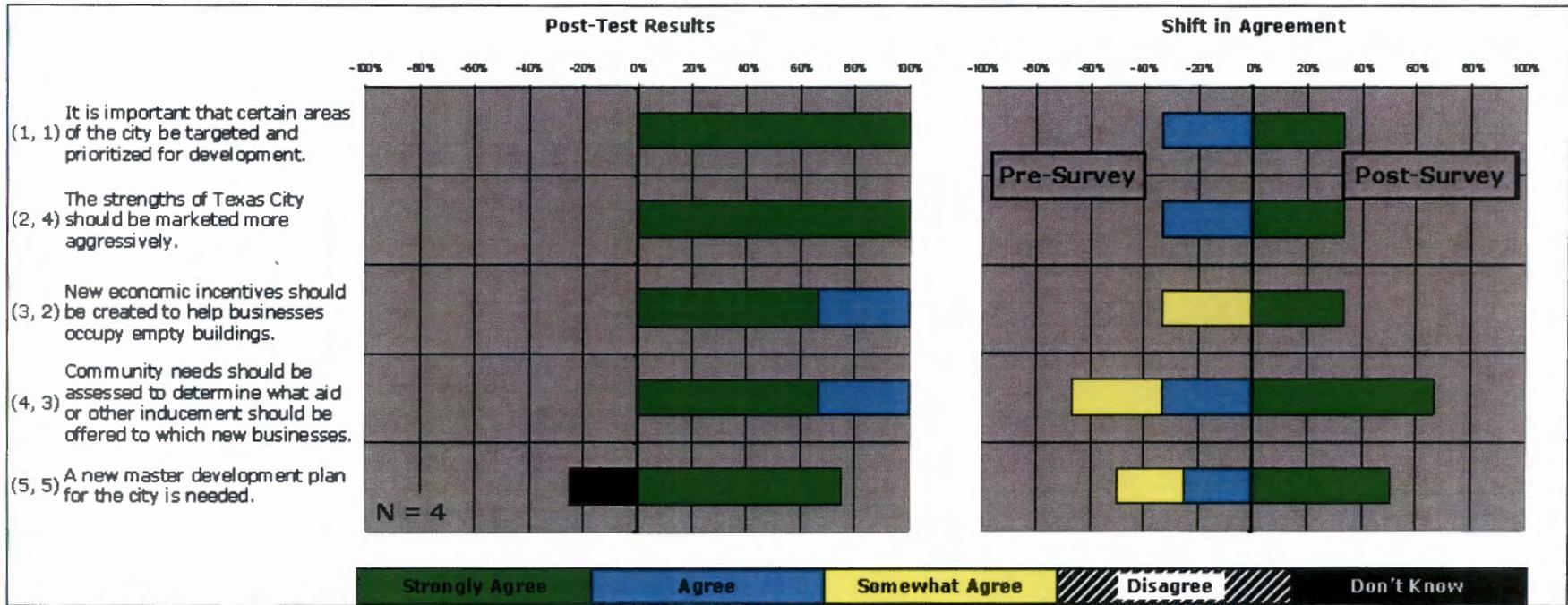
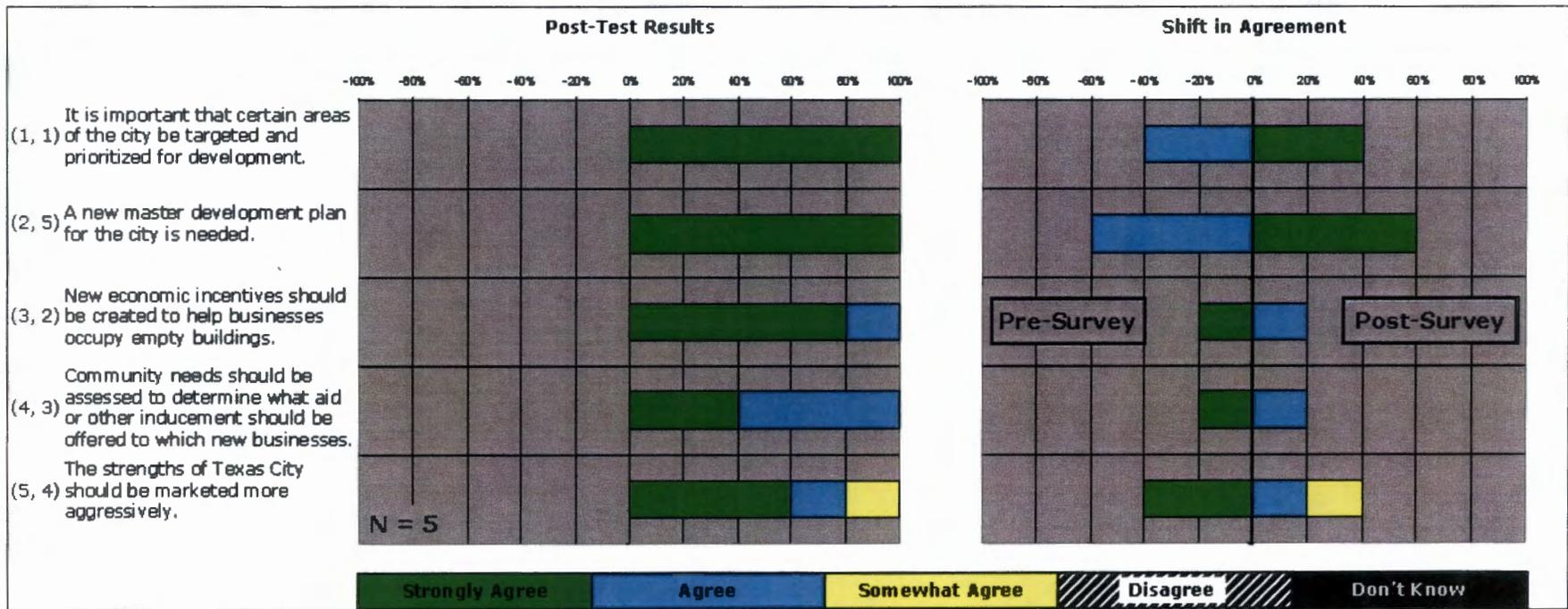


Figure 25 - BP Employee Forum: New Business



Community Forums – Community Involvement

Figure 26 - Community Forum: Community Involvement

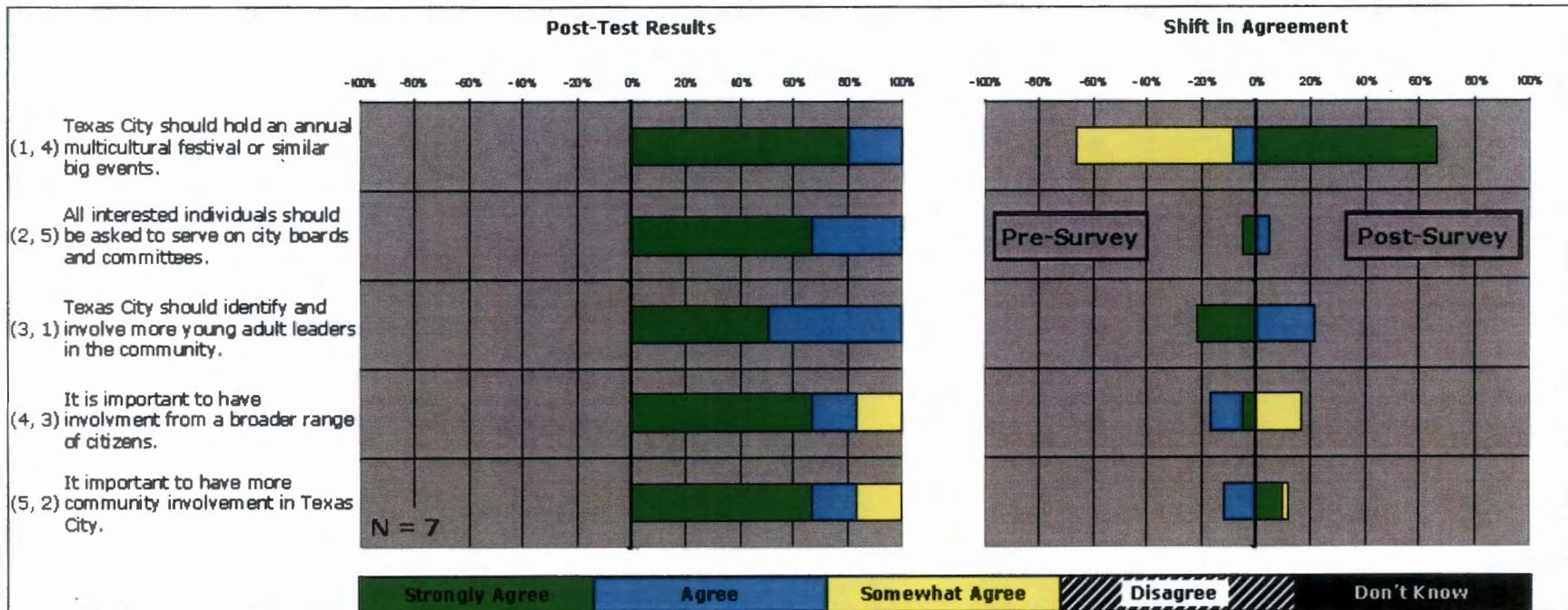


Figure 27 - Youth Forum: Community Involvement

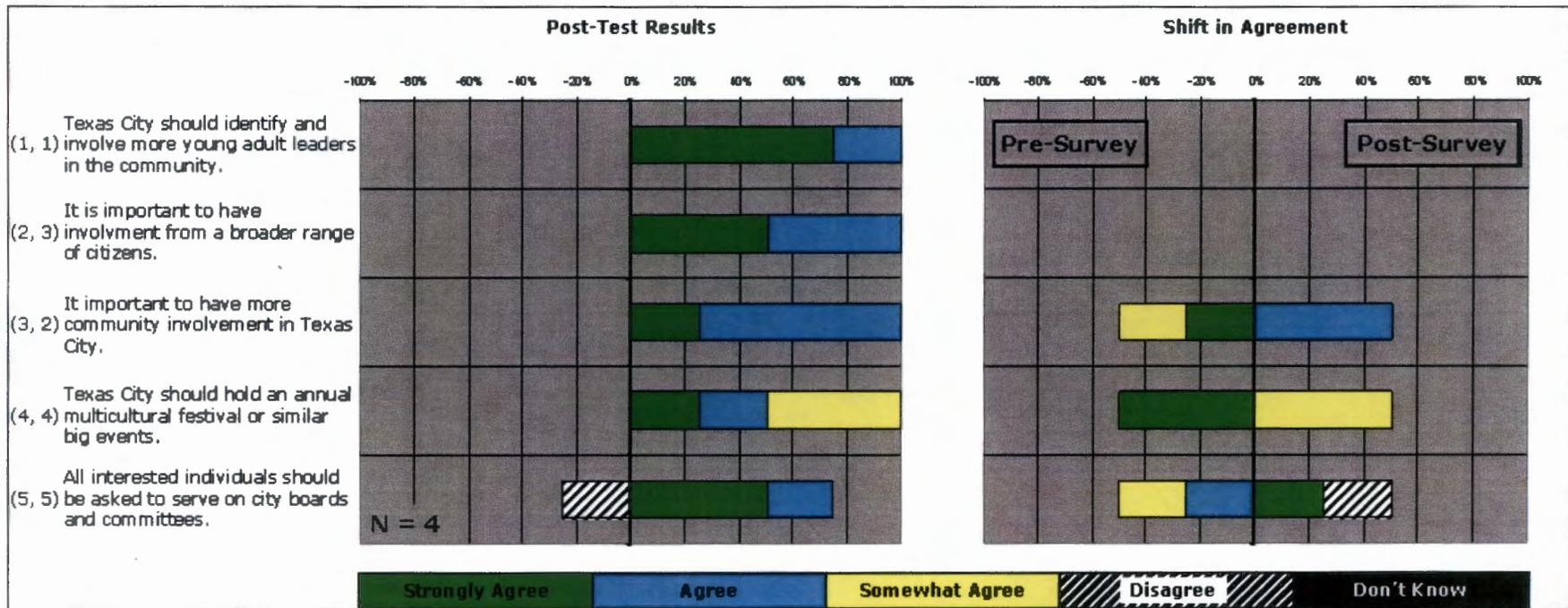
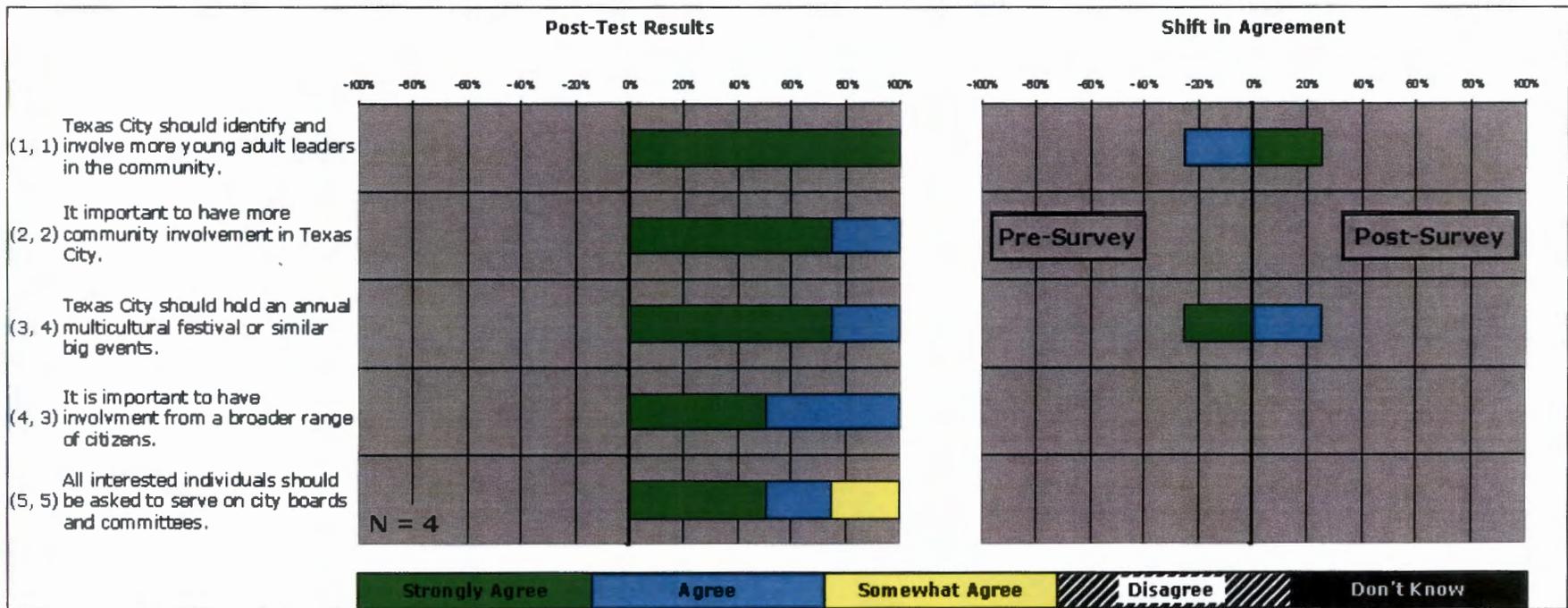


Figure 28 - LULAC Forum: Community Involvement



Community Forums – City Image

Figure 29 - Community Forum: City Image

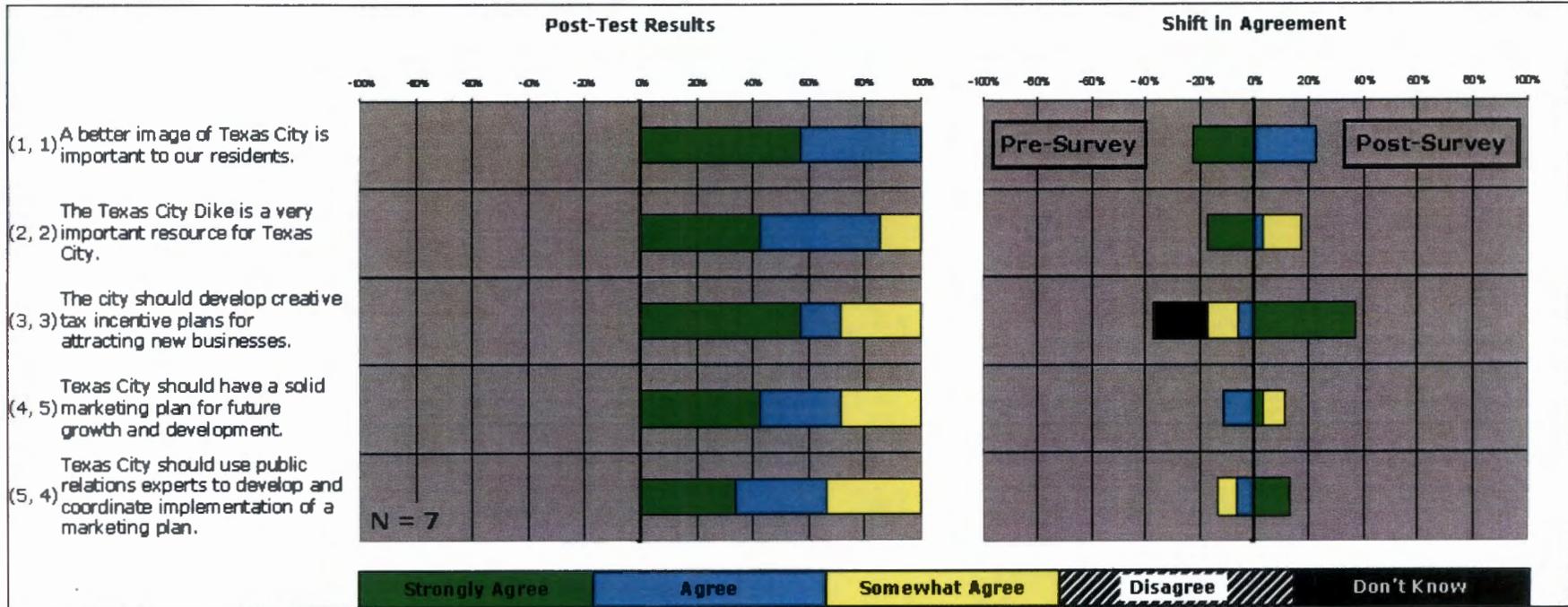


Figure 30 - LULAC Forum: City Image

